Transparency Rwanda asbl

GENDER BASED CORRUPTION IN WORKPLACES IN RWANDA

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Acknowledgements

This study is the first of its kind in our country. Indeed, despite Rwanda's impressive progress on both the fight against corruption and the promotion of gender equality, the notion of "gender based corruption" has not attracted enough the legislator's attention nor had been the subject of any research. However, assuming the existence of the problem, TR carried out this study which unveils a set of interesting results: these include the prevalence of this form of corruption, the sectors where it is most relevant, the categories of citizens most at risk, as well as the usage of the mechanisms and strategies designed to report and prevent cases of gender-based corruption in Rwandan workplaces.

The importance of this report is two-fold. On the one hand, it will allow organisations and individual citizens to learn more about gender-based corruption in the country, becoming aware of the extent, forms and means of this form of corruption. On the other hand, this study provides an excellent basis for key institutions engaged in the fight against corruption and in the promotion of gender equality to explore potential synergies, reflect on how to deepen their action and discuss future strategies.

On behalf of Transparency Rwanda (TR), which carried out the research, I would like to warmly thank those who made this study possible. First and foremost Norwegian People's Aid (NPA), a long-standing partner of our organisation, which funded the research through the Public Policy Information and Monitoring (PPIMA) project. I would also like to thank Dr. Aggée Mugabe Shyaka, the lead consultant who played a major role in the project. It is equally important for me to thank TR's partners who provided valuable inputs and validated the methodology of this study, as well as TR's research team who worked hard to ensure the quality of the research. TR's Executive Secretary, Apollinaire Mupiganyi, also deserves special thanks for his inputs and constant guidance throughout the research. Finally, I would also like to thank the citizens of Rwanda for participating in the survey and for providing the opinions and information without which this work would have not been possible.

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Chairperson of Transparency Rwanda

ABSTRACT

The survey on the state of gender based corruption in workplaces in Rwanda unveils a set of results that are worth highlighting. These results were achieved thanks to a combination of techniques, quantitative and qualitative, as required by the nature of the survey.

The interviewees recognize the existence of the gender based corruption phenomenon in their respective organisations (10%), but their major concerns are on different issues: a low pay compared to the standards of life and the inequality in salaries, which tends to make this corruption a rather secondary problem. The inequality of salaries is perceived, in some areas, as a consequence of gender based corruption. However, the gender based corruption is widely believed to be the main kind of corruption in the work places.

This corruption exists in all sectors of employment (public, private and civil society), but it seemingly appears even higher amongst the private employers (58.3% compared with 51.4% in the public sector and 43.1% in civil society) due to the big margin of manoeuvre that they enjoy in terms of staff management. According to our informants, the recruitment in this domain is very often conducted on the basis of subjective criteria, thus exposing the employees, especially those of female sex, to practices of gender based corruption in order to preserve the favour of their employers or their hierarchical superior.

The different forms of gender based corruption can be classified in two main categories: access to undue advantages and the deprivation of advantages one is entitled to, even though the most common form is the use of sexually suggestive language (50%). The results of the survey show that three categories of employees are particularly exposed to the gender based corruption. In order of importance, these are females on looking for employment (43, 3%), female secretaries (29, 1%) and male senior officials (10, 9%). The first two categories are victims, while the t comes in as the authors. Access to employment and to various professional advantages as well as protection of employment are perceived as the main entry points through which gender based corruption passes by in work places.

The gender based corruption has a worrying scale as 5% of all the surveyed population (quantitative survey) declared to have experienced this corruption in their work environment. This proportion of people that confess to have personally lived this form of corruption is the highest of all major studies carried out on corruption in Rwanda. It is even higher according to the results of the qualitative research. Women are perceived as the main victims of gender based corruption in the work place (84.5% versus 15.5%) whereas men are the main authors (83.2% versus 16.8%)..

The causes of gender based corruption in work place include poverty, unemployment, lack of self-confidence, ignorance of rights by the employees, greed, comfort and abuse of power as well as loss of moral values. Informants indicated that the practice of gender based corruption exist during human resource management processes, particularly recruitment and determination of salary. Women are perceived to be less corruptible compared to men, especially when it comes to proposing bribery. This is precisely the reason why women are often denied the opportunity to access various services, such as consultancy and access to other types of tenders.

The reporting of cases of gender based corruption in work places is very low, as 56.2% of cases have not been reported. Several reasons are behind this situation, including lack of evidence, fear of stigma that may be associated with the person who reports it, fear to lose his/her employment and professional advantages, fear of consequences of such a reporting on the couples' life and a certain" culture of tolerance" or the trivialization of the phenomenon of gender based corruption.

The strategies of fighting against gender based corruption in the work place should include the mechanisms of gender equality, a clear procedure of staff recruitment and an equitable remuneration policy of the employees within all organisations, and especially of those from the private sector. The sensitization of employees to demystify this corruption and to report it, independent audit of recruitment processes and human resource management within the organisation, education of the employees on their rights as well as creation of a favourable environment for debate among women employees might also contribute to reduce the scale of the phenomenon.

PART. I. STUDY PRESENTATION AND METHODOLOGY

This part presents the study. It shows its relevance, objectives and scope. It also discusses the methodology used to complete the study as well as the socio-demographic characteristics of respondents.

CHAP. I. GENERAL INTRODUCTION

1.1 Context

Since the aftermath of the genocide against the Tutsis, Rwanda embarked on an ambitious program aiming at recovering from the ashes of this tragedy. In the field of governance enormous efforts have been accomplished, particularly in the promotion of gender and fight against corruption.

With regard to the fight against corruption, an impressive institutional and legal apparatus has been put in place, with the aim of preventing and fighting corruption and promoting transparency. On the institutional standpoint, an institution is specifically in charge of fighting against corruption, notably the Office of the Ombudsman. Four other institutions also play an important role in the matter. These are the office of the Auditor General of State Finance, of Rwanda Public Procurement Authority, of Rwanda Revenue Authority and the National Commission of the Public Service. A number of other organisations contribute to strengthening a favourable environment to fight against corruption, notably the National Examination Council, the National Human Rights Commission, the Student Financing Agency of Rwanda, and the Media High Council just to mention but a few.

In the legal sphere, similar progresses have been recorded. For instance, the following texts testify the government's will to fight corruption:

- The Constitution of the Republic of Rwanda in the fundamental principles provides for the edification of a State vowed to the well-being of the population and social justice[1] ; two virtues incompatible to corruption. It also provides for the establishment of the office of the Ombudsman whose mission is exactly the fight against corruption and injustice, as well as all other related offences;

- The law n° 23/2003 of the 07/08/2003 on prevention and repression of corruption and related offences completes and revises all provisions of the criminal code. In order to make the fight against corruption a priority, this law was cautiously prepared for 5 years (1999-2003). It has the merit of being conceived as a regulation tool for corruption-associated behaviours in all spheres of the national life. Civil society and the private sector also abide by this law[2] . The content of this law revolves around prevention and repression. As regards prevention of corruption, the law explicitly recommends institutions and public bodies, private institutions, international organisations and non governmental organisations operating in Rwanda, to put in place preventive mechanisms guaranteeing an environment hostile to corruption;

- The criminal code (articles 220-227) clearly expresses the government's commitment to prevent and fight corruption under all its forms. The decree n° 21/77 of 18/08/1977 establishing the Rwandan criminal code devotes a section on the repression of corruption and related offences. The latter is perceived to be an offence against the public asset. This law addresses its unyielding message to the whole Rwandan people and requires a sustained dissemination, especially within judges and legal practitioners as well as the private sector engaged in the fight against corruption;

- Article 38 of the organic law n° 06/2006 of 15/02/2006 determining the internal regulation of the chamber of deputies in the parliament explicitly stipulates that the budget committee is entrusted to examine issues linked to corruption and related offences;

- The organic law n° 16/2003 of 27/06/2003 governing political formations and politicians require political parties to put in place an ethical code governing political parties and their promoters. Article 41 of this law particularly forbids politicians to go for corruption and related practices;

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[1] Article 9, paragraph 5
[2] Article 3 of the law n°23/2003 of 7/08/2003 related to prevention and repression of corruption and related offences. J.O. Special issue bis of 3/9/2003.

- *The ethical code governing political parties,* in its article 10, specifies that lack of transparency in their dealings, corruption and related offences as well as favouritism are prohibited to the leaders of parties and their members[3] ;

- The law n°18/2002 of May , 2002 governing media in Rwanda forbids journalists to confuse their profession with the one of an advert agent or a propagandist. It specifies that the "Journalist must refrain from becoming corrupt"[4];

- The ethical code of journalists and media. The third part of the code is devoted to the right to information and defense of the journalist profession. It explicitly tackles corruption practices susceptible to tarnish the journalist's profession. It cautions journalists to avoid being bribed or receive any favour under any form whatsoever or any other commitment that is likely to compromise or undermine the integrity of the profession. It calls on journalists to remain independent in order to be able to criticize misconducts and immoral practices, such as corruption, as well as the abuse of power and functions. To the press organs, the code requires transparency in the resources, management and operations[5].

As far as gender is concerned, important strides have also been registered, on both institutional and legal perspectives. On the legal point of view, the following examples illustrate the will of the Rwandan state to promote gender equality.
- The Constitution of the Republic of Rwanda specifies that women must hold at least 30% of positions in the decision making organs[6];

- Organic law n° 08/205 of 14/07/2005 governing land administration provides for equality in terms of sharing land between female and male offspring;

- The law n° 30/07 of 06/07/2007 governing the National Human Rights Commission (CNDP), especially in its article 12, brings in the principle of equality between man and woman;

- The law n° 22/22 of November 1999 12 related to matrimonial regime, liberalities and successions offers the same right of succession to girls and boys;

- The law n° 59/2008 of 10/09/2009 determining prevention and repression of gender based violence embraces a series of provisions favourable to the promotion of the gender equality in Rwanda.

On the institutional side, several structures operating in favour of promotion of gender equality have been established. In the public realm, three institutions play a key role in the promotion of gender, namely the Ministry of Gender and Family Promotion, the National Women Council, as well as the National Gender Monitoring Office. In addition, there is, within the chamber of Deputies, a permanent committee in charge of gender promotion. Structures with similar objectives also exist among civil society organisations.

Despite this impressive legal and institutional environment, we have no choice but to note that the notion of "gender based corruption" did not attract the legislator's attention. The same applies to research papers related to gender and corruption. Yet, the subject seems to have a certain weight if one considers the research hypotheses that have prompted Transparency Rwanda to initiate this survey to measure the extent of this practice within the Rwandan socio-professional environment. Assuming its predominance, it would be the source of several cases of injustice in relation to the right of equality of access to employment and to the other professional advantages of which men and women victims of this practice are denied.

Eager to lead evidence-based advocacy activities based on facts coming from the research carried out thanks to a

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[3] Political Formation Forum, *Ethical code of political formation and their members,* Kigali, 2005.
[4] Article 69
[5] Maison de Presse du Rwanda, *Code de déontologie des journalistes et des médias au Rwanda,* Kigali, mai 2005
[6] Article 9 of the Constitution of the Republic of Rwanda as revised to date

rigorous methodology extensively discussed with its partners, Transparency Rwanda deemed useful to undertake a survey on gender based corruption in Rwandan work places in order to unveil the truth behind this bad practice that nobody agrees that it exists.

1.2 Objectives of the survey
The survey on gender based corruption in the work places in Rwanda pursues both a global and specific objectives.

Global objective
The global objective of this survey is to bring at the disposal of Transparency Rwanda the results on the state of the gender based corruption in work places in Rwanda. From this global objective derive the following specific objectives:

Specific objectives
- Contextualise and understand the interrelationship between corruption and gender in work places in Rwanda;
- Determine the extent of conscience and knowledge of gender based corruption in the work place in Rwanda;
- Examine the level of personal perception and/or experience of gender based corruption in the work places in Rwanda;
- Identify the causes, forms and consequences of gender based corruption in work places in Rwanda;
- Identify strategies (if they exist) of prevention and reporting of gender based corruption in work places in Rwanda;
- Contribute to the development of public awareness, by means of dissemination of research results, on gender based corruption in work places in Rwanda;
- Allowing Transparency Rwanda to develop a consistent advocacy strategy aimed at promoting the fight against gender based corruption in the work place countrywide;

1.3 Relevance of the study
The study on gender based corruption in work paces in Rwanda is of clear interest. To our knowledge, no survey has been so far carried out on this issue in the country. Yet, it is generally acknowledged that this form of corruption exists. Some perceptions even estimate it significant[7].

Since its creation, Transparency Rwanda conducted a number of surveys related to its mission. Those surveys focus notably on the national integrity system, prevention and fight against corruption in the judicial sector as well as on governance and corruption in Rwanda. On its part, the office of the Ombudsman organized other surveys on corruption[8].

None of these studies attempted to focus on the relation between gender and corruption in the work place. Only one (see supra) hinted to this phenomenon only in a very superficial manner. To believe our documentary research, surveys conducted elsewhere do not bring anything meaningful either. Those that sought to examine this issue were confined to the relation between gender and corruption. The link between gender and corruption in the work place is therefore virtually absent[9]. Hence, the relevance of this study.

Considering the arguments above, this survey should answer a set of questions, among which:
- Who are more victims of corruption in the work places between men and women?

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[7] The survey carried out by the office of the Ombudsman in 2009 on the level and forms of corruption in Rwanda concludes that gender and most particularly sex plays an important role in corruption in Rwanda. It is also what was revealed by the focus group discussions organized across the country.
[8] One of the surveys is about levels, forms and internal control mechanisms of corruption in public institutions. The other is about corruption at the grassroot level.
[9] See among others U4 anti-corruption resource (www.U4.no), *State of research on gender and corruption,* June 2009 ; Transparency International, *Corruption and gender in service delivery : the unequal impacts* (www.transparency.org), Transparency International, *Genre et corruption: comprendre et briser le lien* (www.transparency.org), Limpangong Cirila, P. *Struggling though corruption : a gender perspective* ; Hossein, S., ″*Corruption and Women: Experiences in professional life and the way out*″, Bangladesh, 2006; Alolo N., *Fighting public sector corruption in Sub-Saharan Africa: Does gender matter?* IDD, School of Public Policy, University of Birmingham, 2004;

- Are women exposed to bribery and other forms of corruption more than men in work places in Rwanda?
- Who are more active or passive between men and women in terms of corruption in work places?
- Is sexual harassment or abuse the usual form of corruption in work places?
- What perceptions do women and men have in general with regard to corruption and corruption in work places in particular?
- What is the significance of sexual favours as means of accessing a benefit or exchanging of services in relation to other forms of corruption such as giving or receiving money?
- Do mechanisms of prevention and reporting of cases of gender based corruption in work places exist in Rwanda?

1.4 Scope of the survey

For reasons pertaining to the timeframe, means and requirements of precision of results, any scientific survey must draw up some limits. These limits consider most often the space taken into account for research, the period of the survey as well as the topic which the research is being conducted on. This survey observes this principle.

In space

The survey covers the whole Rwandan national territory. It targets organisations and not households. The choice and number of these organisations are specified in the methodological part.

In time

As mentioned above, corruption is a dynamic phenomenon. If the researcher does not take into account this reality, he/she runs the risk of coming up with results that do not reflect the reality of the moment, which would have a particularly negative impact on the development of strategies meant to fight the phenomenon. Therefore, referring to one precise time frame allows reducing this risk. Thus, we chose to set the limits of this survey to the last three years: 2008-2010. We believe that three years are sufficient to cover the range of gender based corruption phenomenon in the work place.

Area / Topic

This survey is limited to two key concepts: gender and corruption. These two concepts are analyzed in the framework of work. As the organisation is the statistical unit of the sampling, the survey limits itself to the organized formal sector only. The informal sector is therefore not within this scope. Another study could consider this field.

In the same logic, the study should not be confused with the gender based violence, nor with the cultural violence of which women are historically victims. In other words, the study limits itself to answer the question: what is the relation between individuals' gender and corruption in the framework of their work? The study covers all dimensions related to corruption in the work place, corruption analyzed from a gender perspective. Therefore it does not limit itself to the issue of 'sex' which is just a component of it.

Relationships between men and women within the society or in their households will not be tackled. Besides, in accordance with Transparency Rwanda's modus operandi and the need to protect the informants, the study does not mention the names of people[10] having answered to the research questionnaire; the ultimate objective being to change the systems that underlie the practices of corruption and not to target specific persons.

1.5 Concepts of gender and corruption

1.5.1 Gender

The term "gender", like many other concepts in social sciences, is polysemic. That means that it might have different meanings. When the word is extensively used, few people agree to give it a univocal sense. Therefore, instead of pretending to give the term "gender" a definitive sense, it is probably better to resort to the concrete uses of the word.

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[10]Detailed data are available in package in Transparency Rwanda.

The word gender is widely considered as a "social sex". It describes social differences, as division of labour, between men and women that are not directly linked to biology. The recourse to the notion "gender" tends to highlight the inequalities between men and women. Unlike the word "sex" that refers to the biological distinction between male and female humans, the one of "gender" refers to the contingent experience of oneself as man or woman. "Gender" refers to the cultural distinction between social roles, psychological attributes and identities of men and women . Whereas sex is invariant, gender can be modified by a political action. Gender is not determined by sex because it belongs to the social sphere, which means that it is "constructed" and it is a "variable ". Its synonym would be "social sex ". Sex is the symbol of social division that brings to existence men and women as antagonistic groups under unequal rights.

1.5.2 Corruption

Despite extensive concern shared by all those that strive in favour of better governance in the world, there is still no consensus on a definition of corruption. Indeed, different definitions reflect sensitivities of the institutions each opting to use the one that serves the best the objective it pursues. It is however possible to classify these definitions in the following main trends.

According to Transparency International *"corruption results from the behaviour of public sector servants, whether politicians or civil servants, who enrich themselves or their relatives, illegally, through abuse of public powers that are entrusted in them"*. In this perspective, corruption designates a set of behaviours confined in the public domain, i.e. typical of people invested with powers because of the public services that they are supposed to provide. On the other hand, the profits of corruption are mainly seen under pecuniary angle (enrichment) and do not limit themselves to improving the corrupt's standards of living, but also concern his/her close relatives (friends and family). In this sense, reference is made, for example, to a certain Minister using his/her position to favour an economic operator whom he/she would like to win a tender, without any respect for the procedures, against a remuneration or an in-kind benefit for himself or for one of his/her relatives. But it also has to do with the civil servants who pretend to be overloaded in order to "oblige" the user to pay him something in return for his/her diligence to provide the demanded acts.

Though this definition provides details as for the concept of corruption, it seemingly limits itself to the public sector servants only, yet corruption does not spare the private domain nor non profit organisations. Besides, it focuses on the 'pecuniary' aspect of corruption while the phenomenon is larger. It is for this reason that the following definition of the Asian Development Bank seems more inclusive to us: *"Corruption results from the behaviour of public or private sector servants who enrich themselves or their close family members, in an undue and illicit way, or incite others to do it, while abusing the positions they hold "*. This definition widens the corruption behaviours on the one hand including those from the private sector and on the other hand incriminating the instigator as much as the author of the act.

Forms of corruption

It is possible to classify corruption acts according to two paradigms: the one of the activity, and the one of the responsibility level. Thus, distinction is made between active corruption and passive corruption: Active corruption consists of proposing money or service to a person who has power in return for an undue gain. Passive corruption consists in accepting this money or this gain. A classic example is the one of a politician who receives money for himself or his political party from an engineering company and in return offers a public tender. The politician could be accused of passive corruption: he received money, whereas the company can be accused of active corruption.

Corruption appears under numerous forms. Active corruption, concussion, extortion, fraud, traffic, embezzlement, traffic of in fluence, but nepotism and connivance are also part of it. The most direct acts do not always imply payment of fund; other "gifts" or benefits, such as admission in a very restricted club or promises of scholarship for

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[11]Bereni, L. et al., Introduction aux gender studies. Manuel des études sur le genre, Bruxelles : De Boeck, 2008.

children, have been used as "bribery" to accomplish some dealings. Whatever its form, corruption always implies exchange; it implies that there is, on one hand, an offer (the corruptor) and, on the other hand, a demand (the recipient). That is why it is crucial to put in place measures dealing with the two terms of this relation.

Degrees of corruption

There are also different degrees of corruption. Some observers make a distinction between "petty" corruption and "grand" corruption[12]. The first generally concerns the payment[13] of a little amount of money to low rank civil servants, with the aim "of making things easier" or sorting out some bureaucratic obstacles. To a larger scale, cases of big multinational companies pouring thousands, or even millions of money to government officials or politicians to get profitable commercial contracts have also made the headlines. This distinction does not mean that some forms of corruption are worse than others. In fact, petty corruption, that can thwart the smooth running of training programs and of basic health care, can have very serious consequences, sometimes involving many extra years of impoverishment for the economically disadvantaged populations.

When corruption reaches the political and economic institutions of a country, it is not anymore a small group of dishonest individuals that is at stake, but an institutional or systemic corruption. This phenomenon develops particularly when institutions are weak or non existent. It is closely linked to mismanagement of the public affairs. The systemic corruption particularly spills over in the absence of effective legislative means of control, of judicial organs or independent organs of control, professional media and independent civil society representatives.

Whatever the definition one keeps, the harmful character of corruption derives from the fact that it results in a diversion of wealth to the private gain of an individual or a privileged minority, at the expense of the entire community. It is worth not forgetting however that every time that there is corruption, at any level, it is the citizens and the entire society that are the victims of it. That is why the struggle against corruption is so important. The search for efficient, credible and applicable measures to end corruption and report the people responsible of it is not only a noble objective. It is maybe the survival of our economic, political and legal institutions that is at stake.

1.5.3 Brief literature on Gender and corruption

As mentioned above, studies on gender and corruption are still few. Those that exist seem contradictory. If a good number of authors is unanimous on the fact that corruption has a particularly negative impact more on women than men[14], no consensus comes out clearly of these studies as for the relations between gender and corruption. Some researchers estimate that men are more exposed, or even more likely to accept corruption than women. Others question this hypothesis.

According to the World Bank, a big representation of women in public institutions leads to a relatively weak level of corruption. Other studies tend to affirm that women are more honest than men.
This thesis was later on quickly criticized by several researchers. According to Anne Marie Goetz[15], the proponents of the idea according to which a large presence of women in the institutions reduces corruption do not take into account an important element: they fail to recognize the manner by which gender relations can limit the corruption opportunities. How can one conclude that women are more honest than men when one speaks of corruption in fora from which women are socially excluded?

An alternative explanation is proposed by Hung Sung. According to the author *"it is not women's integrity that matters the most, but just systems"[16]*. This stance was later on reinforced by Alatas and others. In a study conducted on four countries with different contexts, results indicated that there is no big difference between attitudes of men and of women on corruption. On the contrary, differences of perceptions of corruption are significant among women

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[12] http://www.transparency.org/news_room/faq/corruption_faq, accessed on August 05th, 2011.

[13] http://www.adb.org/documents/policies/anticorruption/anticorrupt300.asp, accessed on August 05th, 2011.

[14] See namely www.worldbank.org

[15] Goetz, A. M., Political cleaner: how women are the new anti-corruption Force. Does the evidence wash?, 2004.

[16] Sung, H-E., « Fairer sex or fairer system? Gender and corruption revisited", in Social forces, 82: 705-725, 2003.

according to their respective countries. This tends to highlight a cultural explanation rather than one based on gender. Another survey of 2007 reached the same conclusions[17].

As for gender and corruption in work places, studies are rare. Studies on related domains tend to affirm that women, because they are poorer than men, often tend to be "excused" for paying bribes." But that doesn't mean that they are not tempted to do so. According to an ongoing survey, in addition to the problem of means, women often ignore what the entry points to corruption are[18].

Since the objective of this survey is not to verify a hypothesis previously stated, it does not rely much on any of these theories. On the contrary, its results will help contribute to the development of a theory on gender and corruption in work place in Rwanda and could be extended to other similar contexts.

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[17] http://www.u4.no/helpdesk/faq/faqs1.cfm, accessed on April 2011.
[18] Atlas, V. at al., "Gender, culture and corruption: insights from an experimental analysis", in *Southern Economic Journal,* February 2008.

CHAP.II. METHODOLOGY

Based on its nature, this survey includes two approaches, notably the qualitative and the quantitative approach.

2.1 Data Collection Tools

As for data collection, four main techniques were used: the desk review, the questionnaire, the interview and the focus group discussion.

2.1.1 Desk review

This instrument has allowed us to gather and exploit various specialized reports, scientific works as well as the reports of activities essentially dealing with issues related or associated to gender and corruption. In this sense, besides scientific publications, reports of the office of the Ombudsman, of the Gender Monitoring Office and of Transparency Rwanda have been exploited. In the same way, we proceeded to analysing legal and regulation texts as well as the public policies related to the theme under survey.

2.1.2 Questionnaire

Traditionally, a questionnaire is addressed to a group of individuals in order to collect their opinions, perceptions, knowledge and testimonies on a given phenomenon. In the framework of this survey, it was addressed to the employees of various organisations from the public and private sector in order to collect information on gander and corruption in the work place. The questionnaire was about several aspects, the most important indicators of which include:

- The place of gender based corruption among the problems that employees face in their work place ;
- Knowledge, attitudes, perceptions and experience of corruption;
- Recruitment processes;
- Deployments of employees in various posts;
- Performance evaluation of the employees;
- Promotion of employees;
- Their eligibility to a training or to a service mission; as well as
- Criteria determining the salary and other benefits.

Sampling

Being impossible to organise a census, i.e. submitting the survey questionnaire to all the employees working in the different organisations operating in Rwanda, we selected a sample of organisations and employees on which the study is based:

- The study population was calculated on the basis of a list of organisations provided by the Social Security Fund of Rwanda. Dated end of the first semester 2010, this list of social contributions presents the figures of all employees by sex;
- The lists has 7712 organisations whose statute is either 'public', or 'non public';
- In order to satisfy the requirements imposed by the nature of the survey, we decided to remove from the list all organisations counting less than 10 employees or employing people belonging to a same sex;
- After this operation, we remained with 2194 organisations;
- From this new list, we kept 240 organisations, representing about % of the total (statistically acceptable proportion);
- In line with the nature of the survey, we combined the choice of the organisations due to take part to the survey. So:
- 200 organisations were chosen randomly;
- The choice of 40 other organisations was made purposely;

Finally, 45 employees, that is 95.4% of the initial sample, participated in the survey.

Distribution of interviewees per province and Kigali City

Province/KC	Number of employees who participated in the survey per province	%
City of Kigali	642	56.1
East	144	12.6
South	134	11.7
West	130	11.4
North	95	8.3
Total	1145	100

The distribution of the sample per province is proportional

Sample Size
- The statistical unit of our survey is the organisation;
- The 2194 organisations employ a total of 162 000 people, among which men represent more than 70%;
- In order to determine the sample size, we used the following Raosoft formula:
  - n = (N(zs/e)2)/(N-1+(zs/e)2) or:
  - z = 1.96 for 95% confidence level
  - s = p (1-p) p = estimated proportion or p = to 50%
  - e = desired margin of error
  - N = study population
  - The confidence level is of 95%, while the margin of error is 2.8
  - Considering that the number of organisations due to be part of the survey is of 240 and that the number of employees to be surveyed rises to 1216, rounded then to 1200, 1200/240 = 5 employees per organisation, of which 3 of male sex and 2 of female sex.

Administration of the questionnaire
The questionnaire was administered through the following main stages:
- Notification of public officials of the survey on gender and corruption in the workplace;
- Prior contacts with the management of organisations in order to facilitate data collection;
- (Secret) identification of respondents by assistant researchers;
- Preparation of the interview (survey) with selected respondents;
- Actual administration of the questionnaire (usually indirect).

Given that the desk review and the questionnaire were not going to be sufficient, in our opinion, to reach the objectives of this survey, two other techniques were used, namely the interview and the focus group discussions.

2.1.3 Interview
In order to have conversations with some elements of explanation, we identified a certain number of resource people. These people, also called 'privileged witnesses', were chosen because of their expertise, their daily experience and their contact with the subject of the study. The number of people to be interviewed was not fixed in advance. It was determined according to *the principle of saturation* or the abundance in the collected answers, which showed to the researcher that all aspects of the survey were covered and that there were no more new elements.

Interviews essentially focussed on the following key issues:
- The causes, forms, scale and consequences of gender based corruption in workplace;
- The areas of activities most exposed/affected by gender based corruption in work place;
- The categories of employees most exposed /affected by this type of corruption;
- The existing mechanisms of prevention and reporting of gender based corruption in work place;
- Strategies of improve prevention and reporting mechanisms of gender based corruption cases in workplaces.

The following have been interviewed:
- The Deputy Ombudsman in charge of fighting corruption,
- The official in-charge of fight against gender based violence in the National Public Prosecution Authority;
- A representative of the Gender Monitoring Office;
- The representative of the National Police in charge of the Gender desk;
- The Director General of Rwanda Governance Advisory Council;
- The Executive Secretary of Haguruka;
- The Executive Secretary of Pro-femmes Twese Hamwe
- The coordinator of good governance in the Western province; and
- A representative of the National Women Council.

2.1.4 Focus group discussions

Though the interviews, questionnaire and desk review provided plenty of useful information, it is rather the focus group discussions that allowed investigating perceptions, experiences, attitudes, practices and even testimonies of the different categories of people that participated to them. By providing an opportunity for debate, the focus group discussions represent an enabling environment to understand the phenomena through increased participation of all groups concerned by the survey.

In total, 6 discussion groups were organized across the country, i.e. a group per province and two groups in the City of Kigali. These discussion groups were organized after analysing the results coming out of quantitative survey and interviews carried out with the people mentioned above. Their objective was to better understand and compare the main results of this survey.

Distribution and composition of group discussions

Area	Date	Number and composition of participants
Kigali	20/03/20	7 participants, all female
Huye	22/03/20	8 participants among which 3 are women
Kigali	24/03/20	7 participants among which 4 are women
Rwamagana	25/03/20	8 participants, all female
Musanze	26/03/20	8 participants among which 3 are women
Rubavu	26/03/20	8 participants among which 3 are women

As indicated in the table above, two of the six groups were homogeneous, composed of female employees only. One was composed of young girls and women who completed their university studies and are in search of employment. The composition of such a group was a consequence of the results of the quantitative investigation in the organisations which show that women in search of employment constitute the main victims of gender based corruption in the workplace. As for the other homogeneous group, it was made of women and girls currently employed.

Besides the abovementioned criteria, the choice of participants was motivated by several other elements including the work experience (long for some, short for others), the employment sector (public, private and civil society), as well as positions within organisations (high and middle rank, and the support staff). The same criteria were followed for the heterogeneous groups.

Debates focussed on the main results of the quantitative survey, tackling the following issues:
- The existence of gender based corruption in the work place;
- If yes, its scale as well as its main causes;
- The victims and consequences of this form of corruption;
- Personal experience of the employees on gender based corruption in their work place;
- The employment sectors most vulnerable/ affected by this corruption;

- The reporting of gender based corruption in the work place as well as
- The strategies to fight (prevention and control) against gender based corruption in the work place.

2.2 Quality control

In order to ensure the high quality of the study, five levels worked in a complementary way. These were the committee of supervision, the coordinator of the study, the supervisors, the research assistant and the statistician.

- *The supervision committee* was responsible for recruitment of a competent staff, validation of the methodology and the research tools as well as the draft report,

- *The coordinator of the study* was in charge of the design of tools of data collection and analysis, coordination of supervision activities of data collection, development of analysis plan and production of the report of the study.

- *Supervisors.* Holding a masters' degree and with a sound experience in research, supervisors were in charge of following up the data collection in the field. They also got in touch with the organisations in order to assist research assistants. They regularly carried out verification of blank questionnaires every morning and of those completed (10%) at the end of every day.

- *Research assistants.* Their main task was to collect data from employees. A training of two days was organized for them in order to help them better understand the data collection tools. Moreover, the purpose of the training was also to explain to them the context, the objectives and the methodology of the study, as well as testing the quality of the data collection tools. In this respect, a pilot survey was organized.

- *The statistician and data entry clerks* were in charge of setting up the data entry database, entering data as well as processing verification with SPSS.

- *Other mechanisms.* In order to encourage respondents to feel free and speak out, less 'individualized' questions were asked. Moreover, The questionnaire was distributed to employees outside of their work environment and in incognito as much as possible.

2.3 Ethical aspects

Our aspiration to know must not contradict some basic principles including the obligation to never harm a person and the right to respect everyone's private life. According to some scholars[19], we, as researchers, have to first ask ourselves the ethical relevance of any research with reference to the values and actions that we undertake in order to complete it.

In this context, any study related to corruption and worse again to corruption linked to gender and sex is very sensitive as both issues are to a certain extent taboo. The selection of informants was objectively done based on experience and sex. In order to build trust between the researcher and the informants and encourage the latter to speak, anonymity was guaranteed. However, as J.C Kaufmann[20] says, people interviewed do not always tell the truth for one reason or another. In each research, there might exist elements of dissimulation, manipulation and lie and this is the reason why it is always important to identify, isolate and manage them with particular survey techniques. It is here where the importance of triangulation arises, whereby every technique covers potential gaps arising in another.

In order to settle these kinds of obstacles, especially for those that participated to the survey through questionnaires, researchers ensured that any information provided would be treated confidentially. In addition, it required to negotiate a clear consent of the individuals who were responding to questions. This step is particularly important in order to gain cooperation of concerned subjects while at the same time reassuring them. People's intimate issues, such as gender based corruption and sex based corruption, which is also part of this study, , requires caution . A slight ill-mannered attitude from the researcher may be perceived as meddling in one's private life. In social

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[19] Jones, R. A., Méthodes de recherche en sciences sociales, Bruxelles : De Boeck, 2000.
[20] Kaufmann, J.C., L'entretien comprehensive, Paris: Nathan, 1996.

sciences, the rights, needs, values and wishes of informants must be respected, as various researchers[21] recommend.

Frustration of an informant by a researcher is hazardous. If it does not make the informants refuse cooperation, frustration can still make him/her communicate reticently or with contempt. That is why researchers sought prior permission from informants before any recording of interviewees. For informants who did not want to have their comments recorded, researchers rather opted for taking notes.

Reliability of collected information

With regard to the reliability of collected information, once interviews were finished, researchers proceeded to transliterate them for future analysis and data interpretation. In order to be as faithful as possible to the informants' comments, the writer could report the sources' words by means of speech quotes.

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[21] Marshall, C. & Rossman, G.B., *Designing qualitative research,* Newbury Park: Sage Publications, 1989.

# CHAP. III. SOCIO-DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

Before starting the actual analysis of interviewees' perceptions on gender based corruption in workplace, it is important to first present the variables chosen for the identification of the surveyed population. In fact, it is obvious that answers of an individual are partly influenced by his/her individual characteristics, social position, knowledge, experiences and beliefs.

In the framework of the present study that attempts to understand the place of gender on corruption in workplace, eight variables were selected. These are the sex of the interviewee, his/her age, education level, profession, employment sector , experience, place of residence, as well as religion. Each of these variables presents an obvious interest as it has an implication on the respondents' perceptions of the phenomenon of corruption in workplace.

3.1 Distribution of the interviewees per sex

The phenomenon being investigated highlights sex as a core element of the study. Thus, it would be implausible to study the connection between the notions of corruption and gender without considering the sexual variable. This variable enables to determine to which extent employees are exposed to corruption, according to their sex. Likewise, examining perceptions and experiences on the phenomenon as well as the impact of corruption on the employees implies taking the sex variable into consideration.

**Figure N° 1: Distribution of the interviewees per sex**
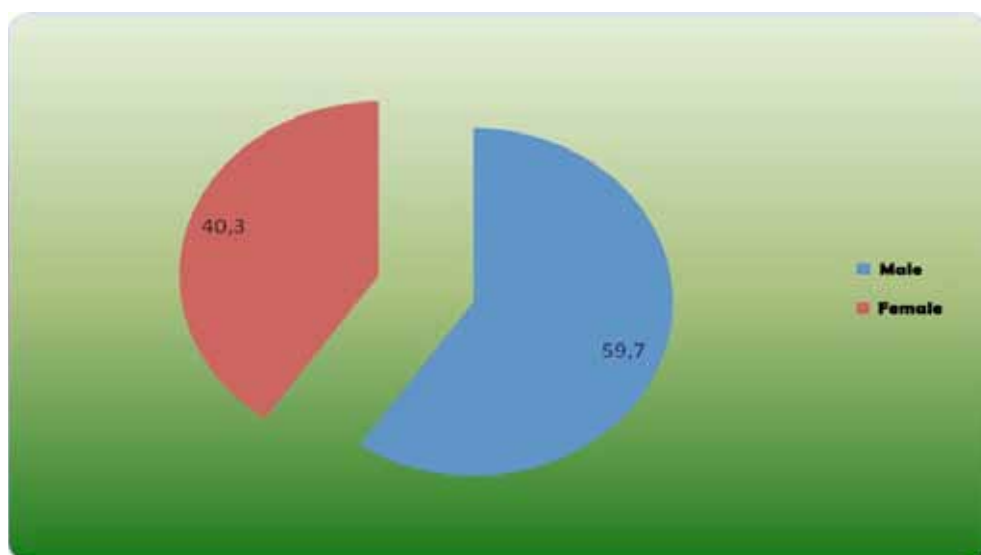
It arises from this diagram above, that males represent nearly 60% of employees having participated in the study against 40.3% of females. This prevailing number of males is explained by the fact that males are the majority on the labour market compared to women:they represent more than 70% of all employees who pay contributions to the Social Security Fund of Rwanda. In line with the nature of the study, the proportion of women was increased. In fact, on the list of reference for the above mentioned institutions, women represented slightly less than 30% of the overall number of employees. As the research was supposed to interview five people in each institution part of the sample, it was decided to include two female employees which increased the total number of female respondents.

3.2 Distribution of intervewees per age

The consideration of the age variable age is the consequence of the assumption that one's age tends to have an influence on the level of exposure to corruption, especially related to sex. In fact, it is commonly believed that the more a person is young, the more he/she is vulnerable to gender based corruption. Taking into account this variable, this study would allow to draw some trends on this specific topic.

**Figure N° 2 : Distribution of interviewees per age**
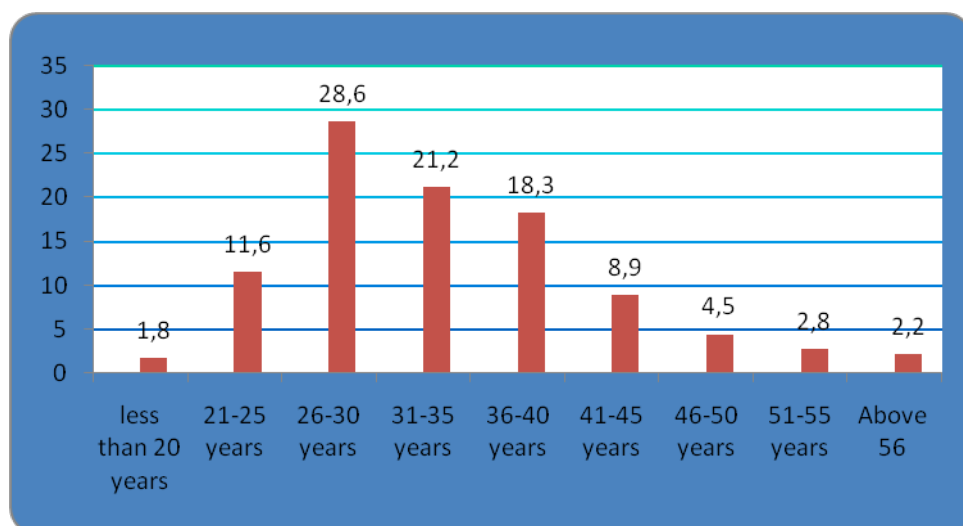
According to the results presented in the figure above, the age range between 26 and 30 years is the most significant with 28.6% of the surveyed population. It is followed by the age ranges between 31 and 35 years (21.2%), 36 and 40 years (18.3%) and 21 to 25 years old (.6%). Those under 20 and above 50 years old are the minority.

3.3 Structure of interviewees per education level

The ability to analyse any given phenomenon depends on the level of education of the concerned person. In addition, there is a certain correlation between this level of education and the level of employee's vulnerability to gender based corruption in workplace. What about the realities of the Rwandan workplace according to the employees' level of education?

**Figure N° 3 : Structure of interviewees per education level**
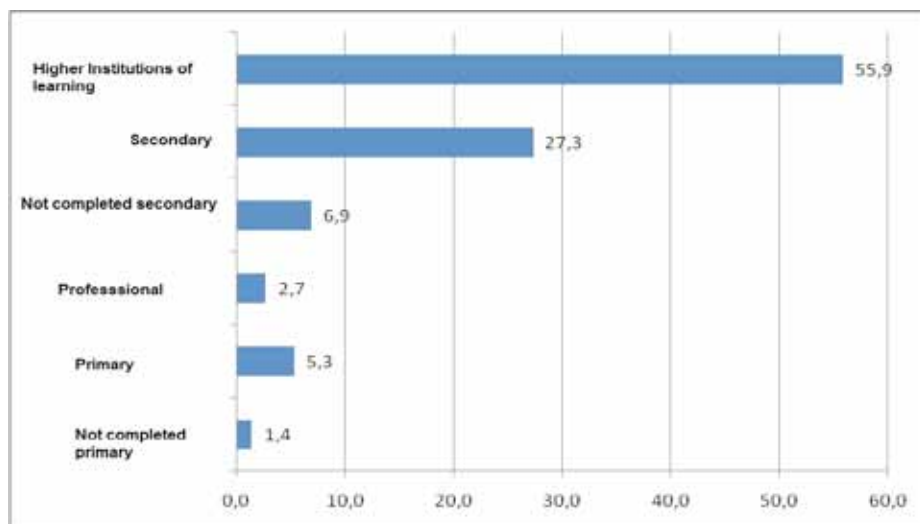
As the study has been conducted within institutions and other working environments, it is obvious that the interviewees who have reached the higher level of education are the majority. They represent nearly 56% of all the surveyed population, followed by those that have completed secondary school who represent 27.3% of the interviewees. The fact of having a prevailing number of respondents with a higher level of education is advantageous because this level often implies a strong capacity of analysis. However, that presents some implications as well: when it comes to talk about sensitive or intimate topics, educated people tend to be distrustful or less spontaneous.

3.4 Distribution of interviewees per marital status

A person's marital status may expose him or her to risks of gender based corruption in workplace. Indeed, following family outlays that normally vary from one status to another, an employee may fall in a situation vulnerable to

corruption, in quest for matching his/her dependents' needs and in order to safeguard his/her employment. Previous surveys revealed however that the family expenses have no longer any link with the marital status following the Tutsi genocide that forced thousands of children to bear responsibilities that were used to be held by their parents.

Figure N° 4 : Distribution of interviewees per marital status
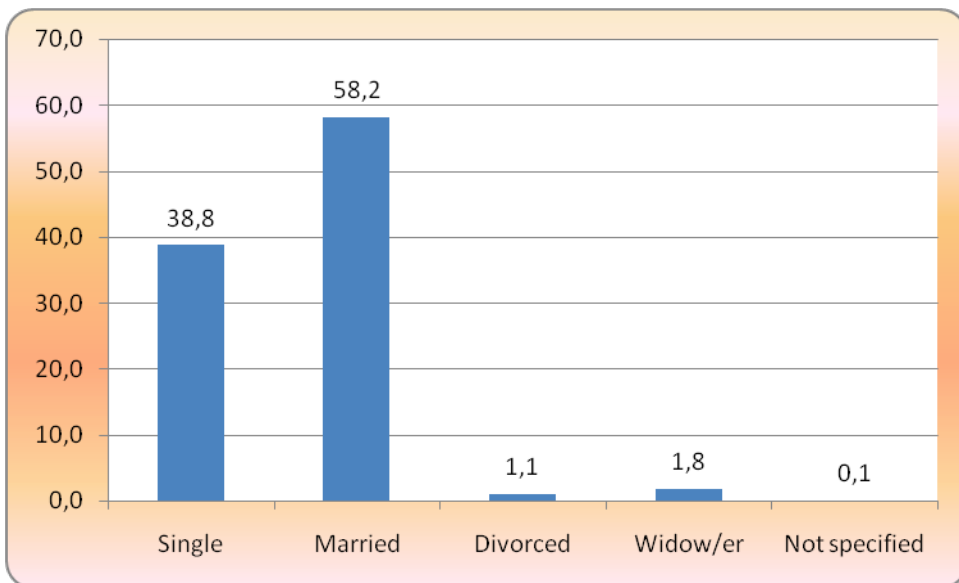

Of all respondents, married people represent 58.2%, whereas the single ones are 38.8%. In the light of figure n°4, all marital statuses are represented within the sample with a significant minority of divorced and widow(ers).

3.5 Distribution of interviewees per position held at work
The institution served as a statistical unit of investigation for this study. Considering the employee's position serves to determine the most exposed positions to gender based corruption in workplace, which would in turn help generate recommendations meant to fight more effectively the phenomenon.

**Figure 5: Distribution of interviewees per position held at work**
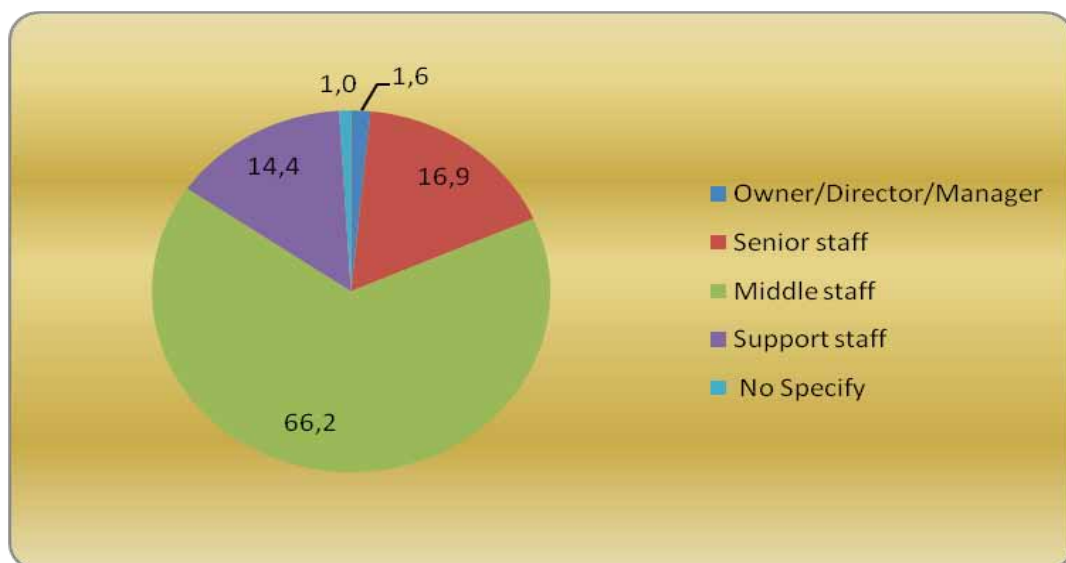
The distribution of interviewees per positions within the organisation is inclusive as all positions are represented. The middle ranking staff constitutes the majority with more than 66% of the interviewees. They are respectively followed by the senior staff (16.9%), the support staff (14.4%), owners/directors or managers (1.6%) and the non-specified (1%). This structure shows a predominance of middle ranking staff which tend to make the large part of the staff structure in all institutions.

3.6 Distribution of interviewees per professionnal experience (in years)
The professional experience of an employee in a study related to practices in workplace is of crucial importance as it allows the interviewee to have a deep understanding of the reality of his/her professional environment. Considering this variable means giving the employee, taking into account his/her experience, the opportunity to provide the information at his/her disposal.

Figure 6 : Distribution of interviewees per professionnal experience (in years)
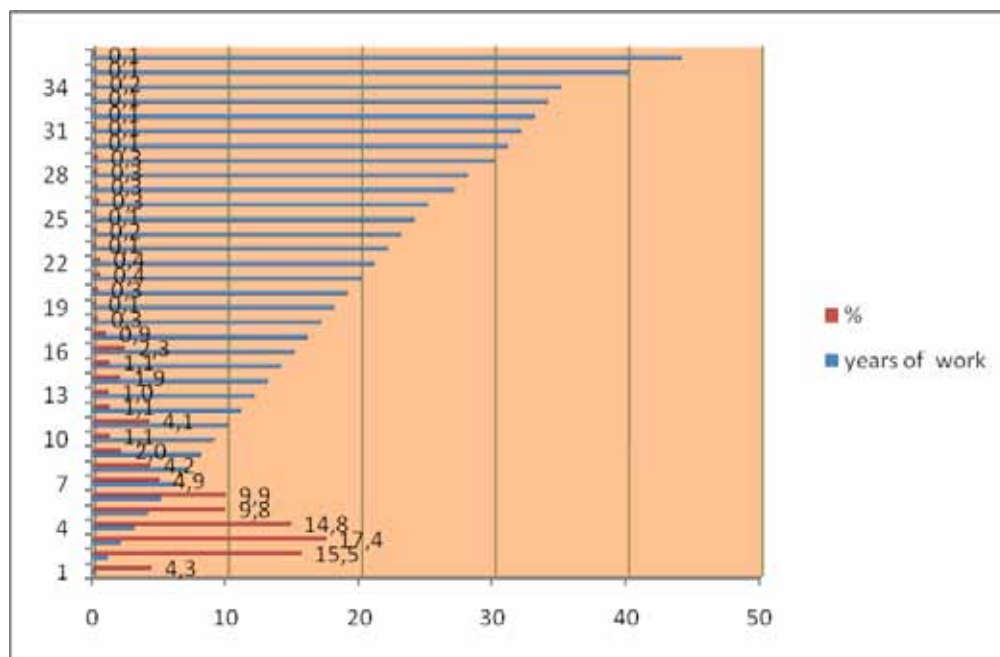
For the majority of interviewees, professional experience varies between 1 and 7 years. The graph above shows that 17.4% of interviewees have a three year working experience. For 14.8%, this experience is more than three years. Nearly 20% of interviewees have a professional experience ranging between 5 and 7 years. These results indicate that the majority of interviewees have enough experience to inform and be informed about gender based corruption in work place.

3.7 Distribution of interviewees per employment sector

Considering the nature and intensity of services delivered or requested within each institution, the level of vulnerability to gender based corruption may vary according to sectors of employment. This variable permits to identify the employment sectors perceived as the most exposed to or affected by gender based corruption.

**Figure N°7: Distribution of respondents per sectors of employment**
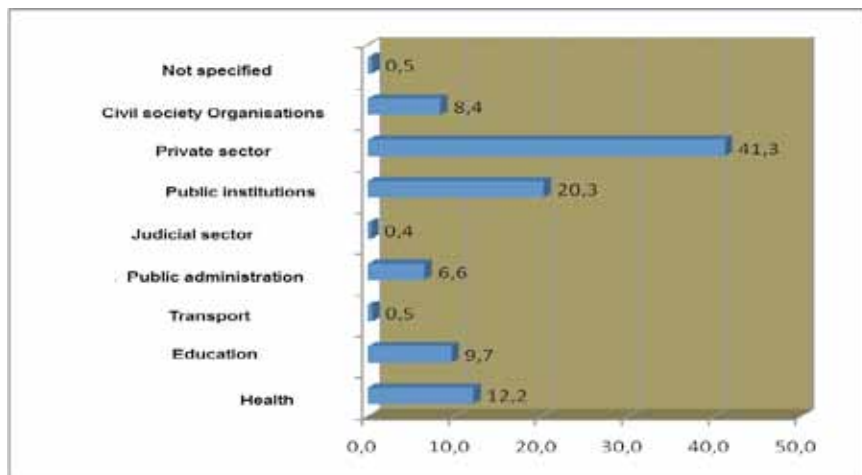
Non public organisations (private and civil society organisations) represent alone nearly 50% of ehe mployers that took part in the survey. Among public institutions add up joint projects. Of all these organisations, public institutions and the health sector are predominant, with a cumulated percentage of 32.5%. Education, public administration and the judiciary sector have respectively 9.7%, 6.6% and 0.4% of the surveyed population.

3.8 Composition of interviewees per residence area

Can gender based corruption have a different dimension depending on whether an urban or a rural area is considered? Previous studies do not provide an answer to this question. This study attempts, based on the variable of the area where the respondent dwells, to understand the relationship between this variable and the vulnerability to gender based corruption.

Figure N° 8 : Composition of interviewees per area of residence
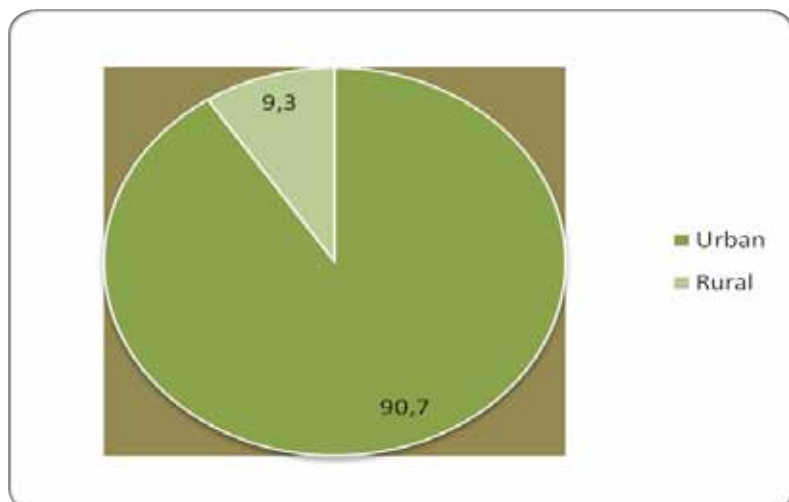
The graph above clearly shows that the big majority of organisations in Rwanda are located in urban areas (90.7%), against (9.3%) in rural areas.

3.9 Structure of interviewees per religious affiliation

People's perceptions are influenced by beliefs which lead to different behaviour s towards various situations. Does religion, perceived as a main source of these beliefs, play a role in the way individuals behave vis-à-vis risks of gender based corruption?

Figure 9 : Structure of interviewees per religious affiliation
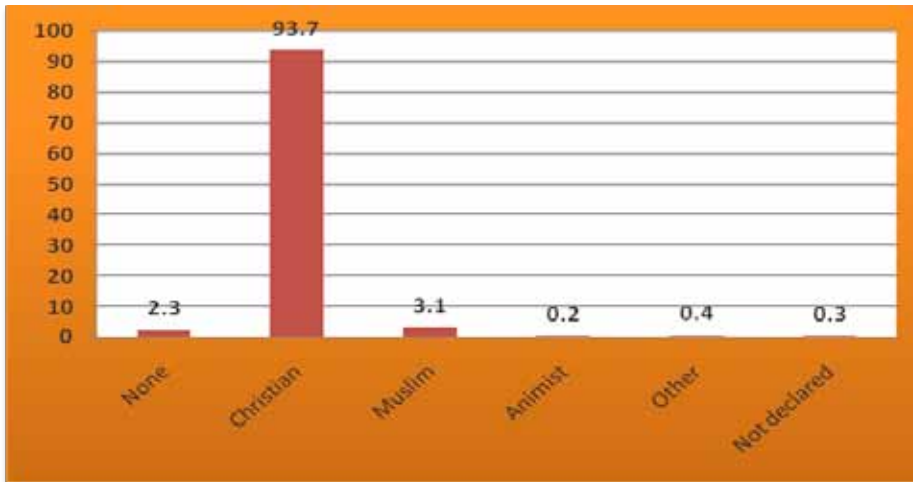
Christians, altogether, constitute the vast majority of the surveyed population, with nearly 94%, against 3.1% of Muslims and 2.3% of non-affiliates.

PART II. PRESENTATION AND DISCUSSION OF RESULTS

This part discusses the survey's results. It is the backbone of the whole work as it thoroughly discusses important points reflecting the situation of gender based corruption in workplace in Rwanda. This part is divided into four chapters: The first chapter tackles the respondents' awareness and attitudes on gender based corruption in workplace in Rwanda. The second chapter analyses respondents' perceptions and experience vis-à-vis gender based corruption. The third one attempts to examine the state of corruption in the human resources management process within the institutions. The fourth and last chapter is devoted to setting strategies aiming at promoting the system of reporting and fighting against gender based corruption in workplace in Rwanda.

CHAP IV. AWARENESS AND ATTITUDES VIS-A-VIS GENDER BASED CORRUPTION IN WORKPLACE IN RWANDA

Before exploring employees' perceptions on gender based corruption in workplace, it seems important to highlight respondents' awareness and attitudes vis-à-vis gender based corruption in workplace. This chapter attempts to find out, based on respondents' awareness, the position of gender based corruption amongst other serious problems which employees face in their daily life; the causes of this phenomenon, its main forms as well as its consequences, but also the employment sectors most exposed to this corruption.

4.1 Employees' major problems in workplace

An employee can face a number of problems or constraints within his/her work. In the context of Rwanda, respondents mentioned six specific problems as indicated in the graph below.

**Figure N° 10: Employees' major problems in workplace**
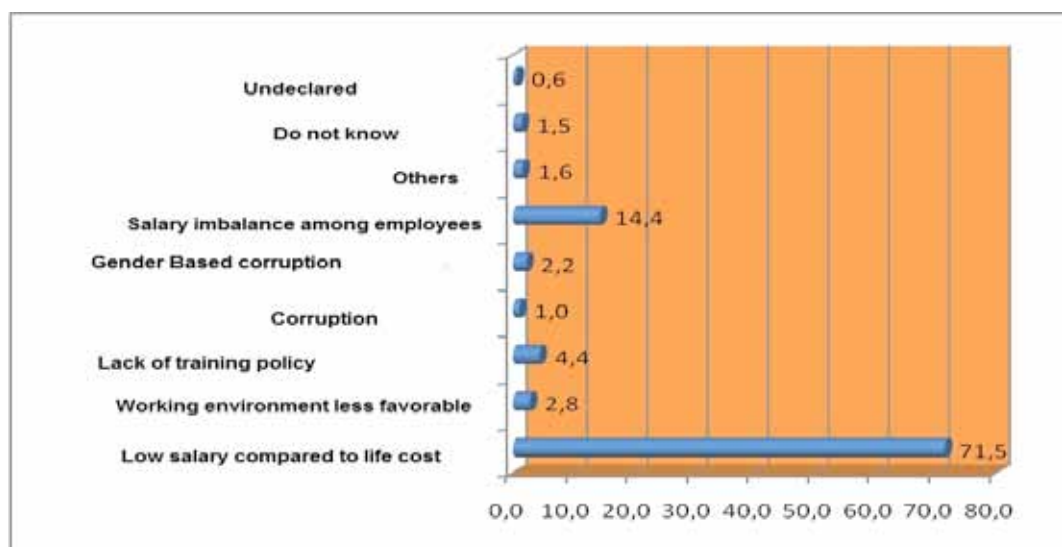
As shown by the data above, the salary perceived as low compared to the cost of living is apparently the major concern of employees. This option has been chosen by 71.5% of all respondents. These results are in line with those of the office of the Ombudsman (2010) which revealed that cost of living is by far the most significant problem that the Rwandan society faces. The expensive cost of living is followed by salary imbalance amongst employees, with 14.4%, lack of training policies with 4.4% and the less favourable working environment (2.8%).

Among the problems raised by respondents, corruption seems to be less significant. It represents only 3.2% of respondents but interestingly gender based corruption represents alone 2.2% of respondents. This means that this form of corruption is perceived as being the most significant among all the forms that corruption may take in the working environment. Another element worth highlighting is that salary imbalance is indicated as the second most significant problem faced by employees. Indeed, this imbalance looks more or less like a form of injustice in the workplace, which might be associated with gender based corruption. Further details on this aspect will be discussed later.

4.2. Gender based corruption per major sectors of employment

There are three main (formal) employers in Rwanda. These are: the public sector, the private sector and civil society. All these sectors employ workers, but mechanisms of recruitment and management of human resources are actually different despite the theoretical references are almost the same. The graphs below compare the situation related to gender based corruption within the three sectors in Rwanda.

Figure N° 11: Gender based corruption in public institutions
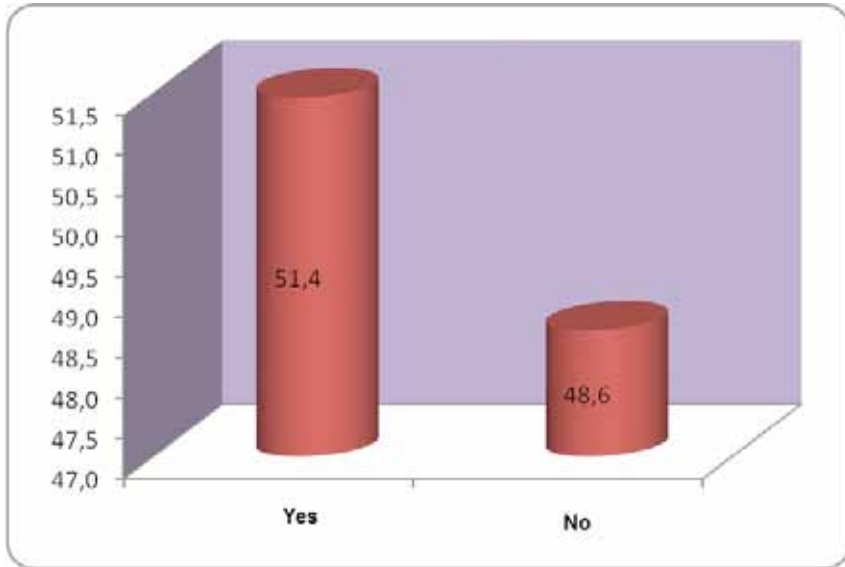
According to 51.4% of respondents, gender based corruption exists in public institutions whereas 48.6% believe it does not. These proportions vary as far as the private sector and civil society are concerned.

Figure N° 12: Gender based corruption in private institutions
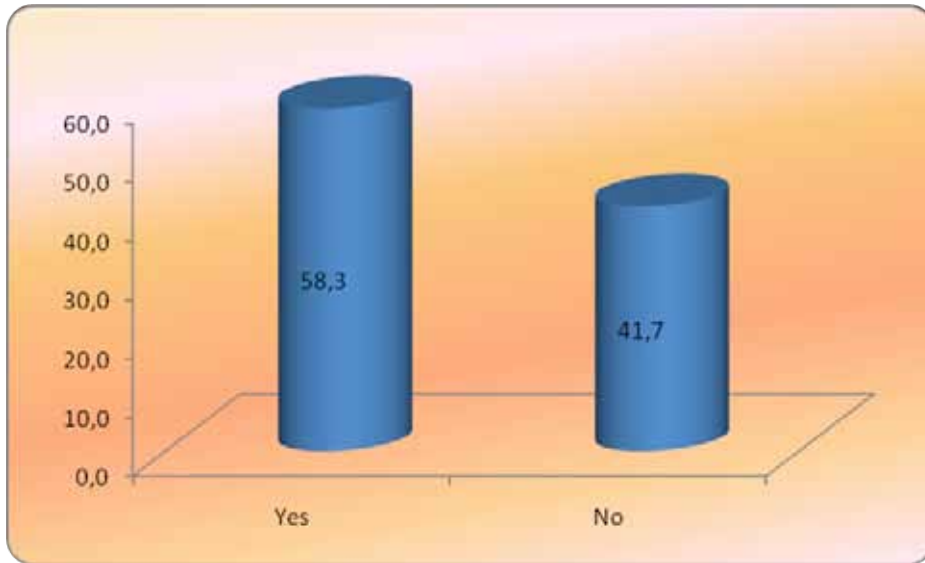
As shown by the graph above, gender based corruption is perceived as being higher in the private sector. This is what 58.3% of respondents declared, against 41.7% who think otherwise.

Figure N° 12 : Gender based corruption within civil society organisations
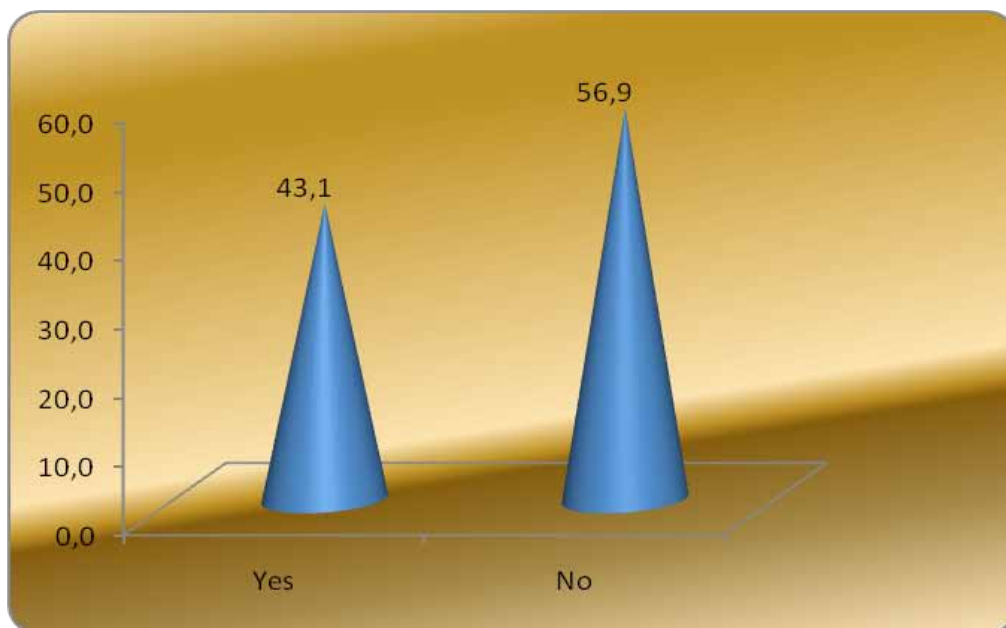
The graph N.12 reveals that gender based corruption is relatively less significant in civil society organisations compared to the previous sectors. According to 43.1%, this corruption exists whereas 56.9% believes it does not. For the first time, the interviewees who deny the existence of this type of corruption are the majority among the three sectors of employment.

Generally, gender based corruption is relatively more significant in the private sector. Interviews and group discussions that were organized with informants tend to explain this trend by highlighting the fact that private companies do not have formal mechanisms of human resources recruitment and management and therefore enjoy more freedom to manage their staff as they wish: *"Private employers are independent. Most of them do not have staff recruitment and management manuals. Audits are almost nonexistent. In some hotels, young girls are at the mercy of their bosses. The problem is that information regarding gender based corruption remains concealed, but it is a major scourge"[27]*.

This situation gives room to practices which are not transparent, including resorting to sexual favours. This enticement is also observed in other sectors (public and civil society), but existing guardrails reduce that margin of manoeuvre. More specifically, in the public sector the management of human resources is increasingly becoming democratic and open precisely because of a diligent regulation in place. Nonetheless, group discussions revealed that some decision makers do not hesitate to contravene that regulation. In this regard, two illustrative cases were mentioned:

• In order to avoid the consequences of recruiting a relative, managers exchange favours in these affairs. More concretely, a manager X hesitating to recruit his/her brother, relative or girlfriend Y, helps him/her being recruited in another organisation whose manager is his/her close friend and vice-versa;

• In a bid to cheat the Public Service Commission which is normally responsible for recruitment of civil servants, some managers of public institutions give short term contracts to people they wish to recruit, given that this kind of contract falls in the companies' competence[28].

According to informants, these illegal practices are not necessarily linked to gender based corruption but this remains one of the main aspects. Among various public institutions, the education sector is perceived as the most corrupt with 59.7% of respondents (raw data can be obtained at Transparency Rwanda office). It is followed by decentralized entities (52.9%) and public procurement (52.3%).

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[27] Kigali Focus Group Discussions of March 20th, 2011.
[28] Focus Group Discussion, Kigali, March 24th, 2011.

But explanations provided in the group discussions are different. Indeed, when we asked why the education sector could be perceived as the most exposed to gender based corruption, answers focused on relationships between teachers and students rather than amongst the employees[29]. Though this was not the objective of this study, it was noticed during the discussions that corruption involving sex and exchange of advantages between teachers and pupils, like passing an exam, is a significant matter. This was demonstrated by the fact that the debate on this issue kept on changing in favour of this issue during group discussions. Another research could adequately tackle this aspect.

4.3 Forms and scale of gender based corruption in workplace
Five major forms of gender based corruption were mentioned by the interviewees. Those forms are namely sexually suggestive language between employees and managers; sexual extortion by senior staff or colleagues in order to have access to various services; sexual favours in order to access various opportunities; lack of access to various services due to the perceptions that women would not be ready to giving corruption and denial to access a given advantage for having resisted sexual proposals from managers or colleagues.

Quantitative data seems to imply that the scale of this type of corruption varies according to its different forms. The graphs below offer more details.

Figure N° 13: Scale of sexually suggestive language between employees and managers
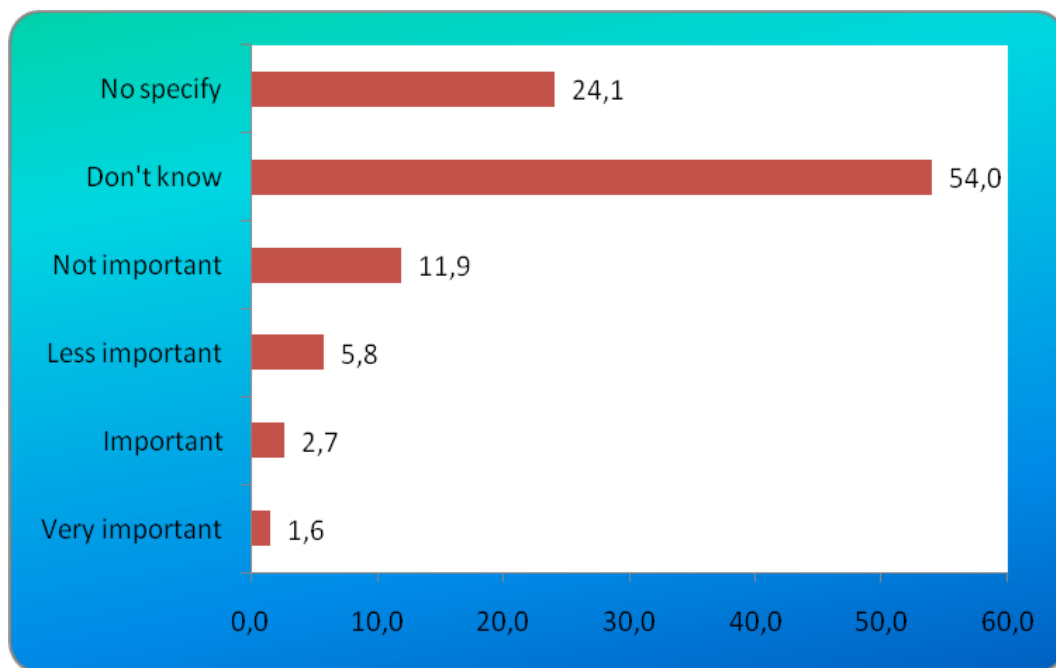
The graph above clearly indicates that the majority of interviewees (54%) do not know the scale of the sexually suggestive language as a form of gender based corruption. For 24.1% of other interviewees, answers are not specified. Only 4.3% of respondents believe that this form of corruption has an important dimension.

However, it is worth mentioning that it is not easy to treat the issue of « sexually suggestive language » as a form of corruption. Indeed, this can give room to extensive speculations and interpretations. It is difficult to know exactly when ordinary language becomes sexually suggestive communication for colleagues and relatives evolving in the same working environment. However, a large number of informants confirmed that this aspect of corruption is the starting point of all sexual initiatives between employees.

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[29]Kigali Focus Group Discussions of March 20th, 2011.

Figure N° 14: Denial to access various services following the perceptions that women do not give corruption.
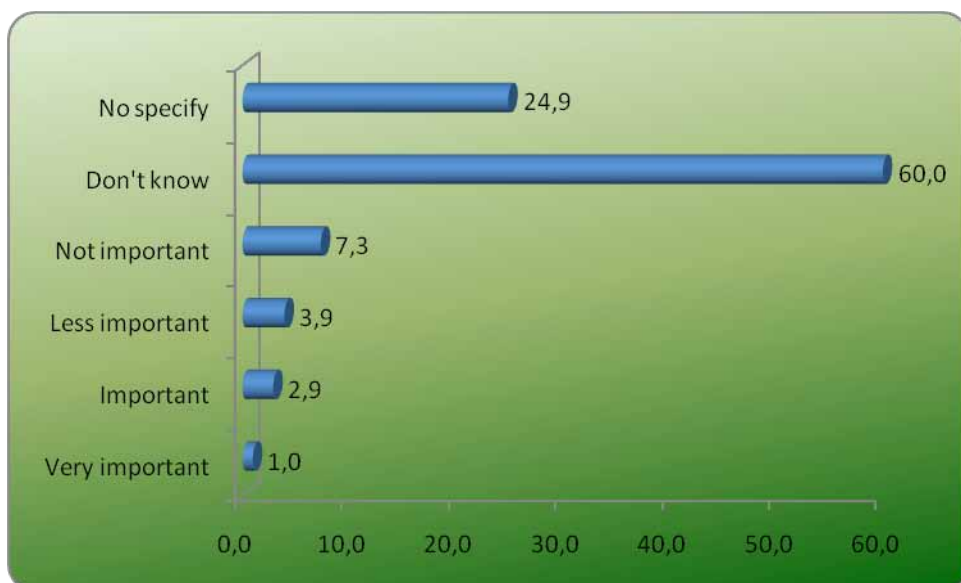
According to the graph, 60% of interviewees are not aware of the fact that women may be denied a service or a tender following perceptions that they are reluctant to give corruption. However, 3.9% of interviewees qualify this form of corruption as "significant". Testimonies collected within informants confirm that women, because of the above-mentioned perceptions, are often denied public tenders. Moreover, stereotypes on the quality of service delivery provided by women in terms of national tenders are still largely unfavourable. This is partly due to their level of education, which is generally considered to be low.

The results of this survey confirm the theory that women are perceived as less corruptible than men. Actually, women and men who participated in the group discussions have unanimously agreed on the issue: "people avoid or hesitate to give tenders to women because they think they are reluctant to give or accept corruption"[30] they declared . The same applies to seeking various services in the administrations; women would go for concussion more rarely than men. Three attempts to explain this attitude have been proposed:

• Firstly, the Rwandan culture that did not prepare a woman to "suggest", to "request", to be "proactive", but "to react", "to receive" or "to accept".
• Secondly, the fact that women are little involved in business and are instead given household tasks, prevents them from getting many contacts with the administration, which reduces risks of exposure to corruption ;
• Women are perceived to be poorer than men[31].

Figure N° 15: Scale of sexual extortion as form of corruption

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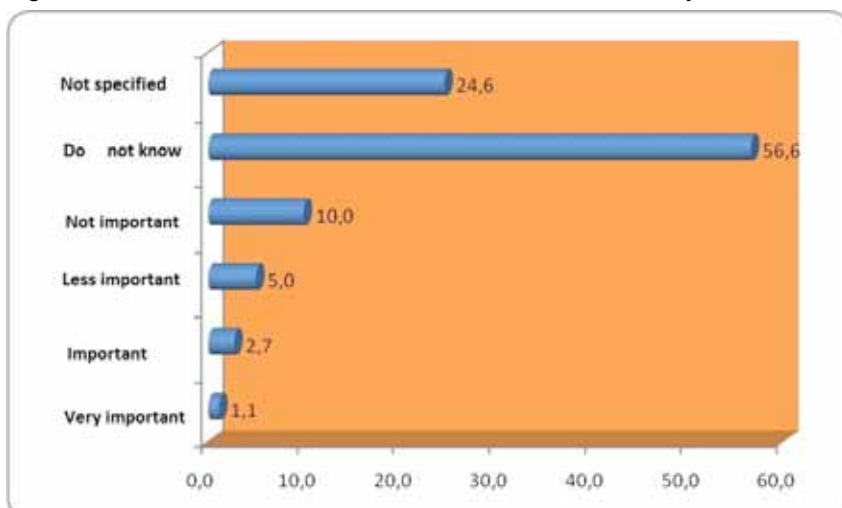
[30] Focus Group Discussion, Kigali, March 24th, 2011.
[31] Focus Group Discussion, Huye, March 22, 2011.

Sexual extortion in order to access different services from one's superior or colleagues is quite frequent in workplace. According to 3.8% of interviewees the presence of this type of corruption is important. However, 56.6 % and 24.6% respectively do not know this type of corruption or did not answer the question. Paradoxically, other 15% of interviewees acknowledge the existence of this type of corruption, though on a lesser extent (10% of them describe it as not important and 5% as less important).

During the discussions we held with a group of young girls and women in search for a job, a young woman whose last contract was unexpectedly terminated denounced a sexual harassment attempt by her boss « ... *He was often asking me to perform some task at the end of the day. In my opinion he wanted to stay with me at work after others had left. A friend to whom I had told everything used to help me ...As the boss realized that this procedure did not work, he changed. He started planning missions in provinces where we had to stay overnight. We were once in Butare, my boss entered my room and revealed his intentions (...). This did not surprise me because I had observed it before. As I refused, later on he started talking about financial constraints linked to my position. Afterwards, he terminated my contract. But what surprised me is that after some weeks another person - a man - was recruited to replace me »* [32].

If the experience shared by this informant in our group discussion is true, sexual extortion can be believed to exist in workplace. Nobody would be able to exactly measure its scale due to its criminal character and the shame it can cause to the persons involved in case it is revealed. In the same group, a young University graduate who was doing an internship talked about a "proposition of friendship" by a man in exchange of a permanent job [33]. Revelations on those practices were frequent among other groups too but they were often things the women had known or heard from "somebody else"[34].

Figure N° 16: Refusal of advantages following resistance to sexual attempts
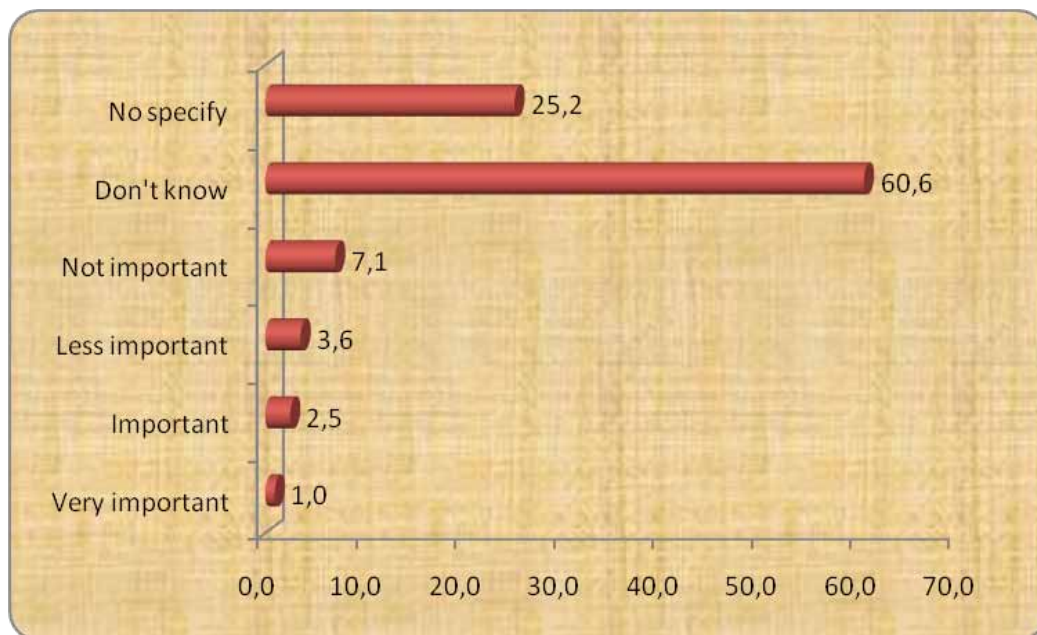
There are in workplaces cases of people denied various professional advantages as a consequence of resisting sexual proposals by managers and /or colleagues. This is actually what 14.2% of interviewees declare. Among them, 3.5% of interviewees confirm that this form of corruption is important or even very important whereas other 60.6% ignore its existence. Qualitative data confirms this situation. According to our informants, many women and young girls resign from their job before they find a new one. It is not easy for them to tell the truth about what happened as they feared to be stigmatized, but it seems likely that those women are victims of sexual harassment « *I personally know three women who resigned unexpectedly and when people asked them the reason why they resigned, they provided vague answers »*[35], declared a young woman in search for a job.

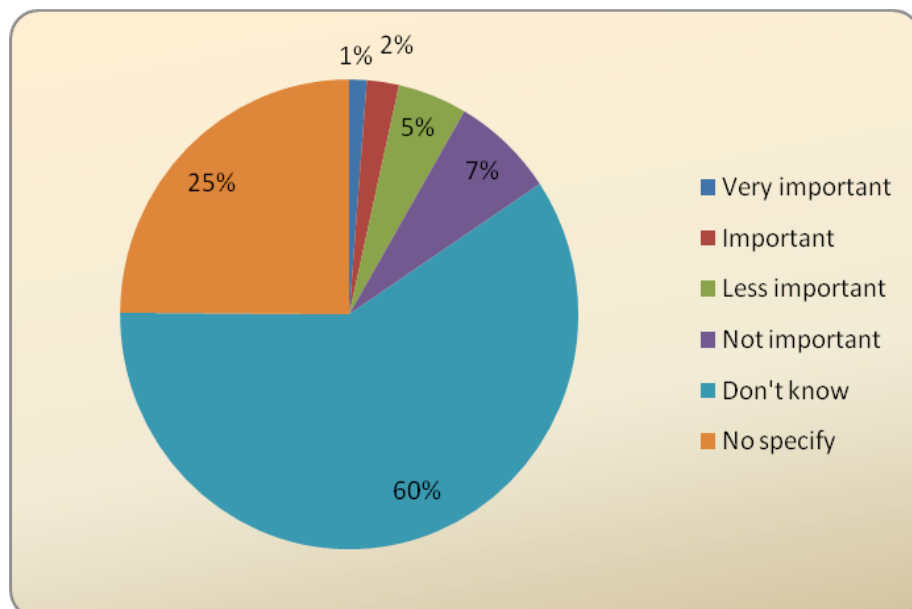32 Focus Group Discussions of March 20th, 2011.
33 Idem.
34 Focus Group Discussion, Rwamagana, March 25, 2011.
35 Focus Group Discussions of March 20th, 2011.

Figure N° 17: Sexual favours in order to access various opportunities

Of all the surveyed population that took part to the survey, 15% acknowledge the existence of gender based corruption in workplace in the form of sexual favours in order to access various opportunities such as promotions and trainings. 3% of them think that such a type of corruption is present at large scale. But obviously nobody dared to say he/she has accessed work benefits or opportunities because of having accepted a sexual offer.

Discussions in the FGD revealed that victims of gender based corruption in workplace, especially women, hesitate to share information with their acquaintances because they fear the negative impact that this may arise in their couples. One of the informants said she knows a couple whose divorce is underway following alleged sexual intercourse between the wife and her boss[36]. Several times, informants emphasized the fact that victims of gender based corruption find it difficult to be believed even when they have resisted offers of gender based corruption in workplaces[37]. According to the same sources and for reasons that we ignore, the opinion is largely shared that women who really resist offers of gender based corruption would not want to talk about it . Those who explicitly say it are believed to be merely showing off. If this was the case, this would imply that it will always be difficult to know the exact scale of gender based corruption.

This difficulty is increased by the fact that a big share of the surveyed population said that they know nothing about this type of corruption. In fact, how is it possible that experienced employees say that they do not know anything on an issue that is often discussed amongst them? Is it because they do not trust the researcher? In any case, this high percentage of respondents who say that they do not know anything about this phenomenon raises a lot of doubts. It probably implies people's willingness to conceal indecent behaviour and the consequences that it may generate.

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[36]Focus Group Discussions of March 20th, 2011.

[37]Group Discussion, Musanze, March 26, 2011.

CHAP. V PERCEPTIONS AND EXPERIENCE OF GENDER BASED CORRUPTION IN WORKPLACES

After having reviewed the respondents' knowledge and attitude towards gender based corruption in workplace, it is now important to examine their perceptions and experience on this phenomenon.

5.1 Perceptions on gender based corruption in workplaces in Rwanda

In order to understand perceptions on any given phenomenon, it is imperative to first of all ascertain whether it exists. It is this problem that the figure below seeks to answer.

5.1.1 Perceptions on the existence of gender based corruption in Rwanda

As the diagram below indicates, awareness on gender based corruption is shared by a certain number of employees in various organisations.

Figure N° 18 : Perceptions on the existence of gender based corruption in workplace
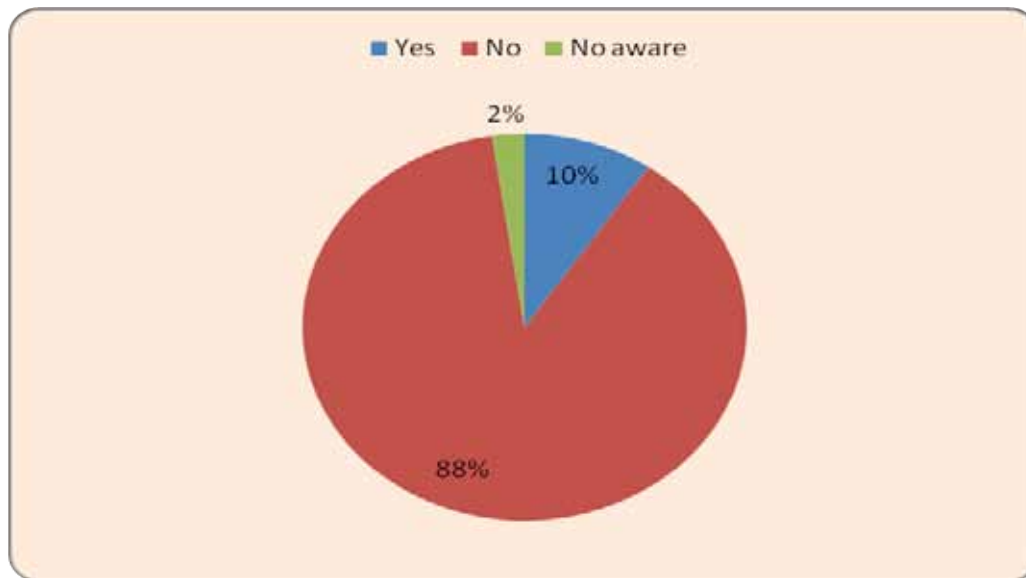
The figure above shows that 10% of respondents confirm the existence of gender based corruption in workplace in Rwanda, against 88% of respondents which believe otherwise. For a sensitive bad practice, such as gender based corruption, 10% of respondents who perceive its existance seems to be a significant proportion. All those who took part in the discussion confirmed that this type of corruption does exist, and would even have a worrying scale.

5.1.2 Medium of information on gender based corruption

There is such a significant proportion of respondents confirming the existence of gender based corruption that it is important to investigate on the channels through which they get to know that phenomenon.

Figure 19 : Means of acquiring information on the existence of gender based corruption
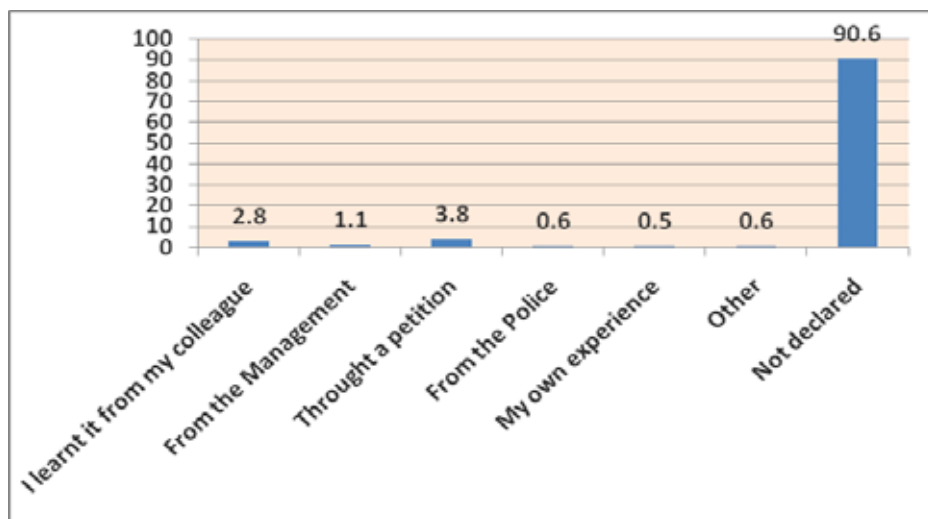
For interviewees confirming the existence of gender based corruption within organisations, the most significant way through which the phenomenon is revealed is through complaints addressed to the management (3.8% of respondents). This is followed by conversations among colleagues and information provided by the management. These results show that reporting to the police is still at a low rate. This situation is not going to contribute to the eradication of gender based corruption in workplaces.

5.1.3 Perceived scale of gender based corruption in workplace
Perceiving the existence of corruption is important, but measuring its scale is more significant. The graph below provides information on the perceived scale on gender based corruption in workplace.

Figure N° 20 : The extent of gender based corruption in workplace
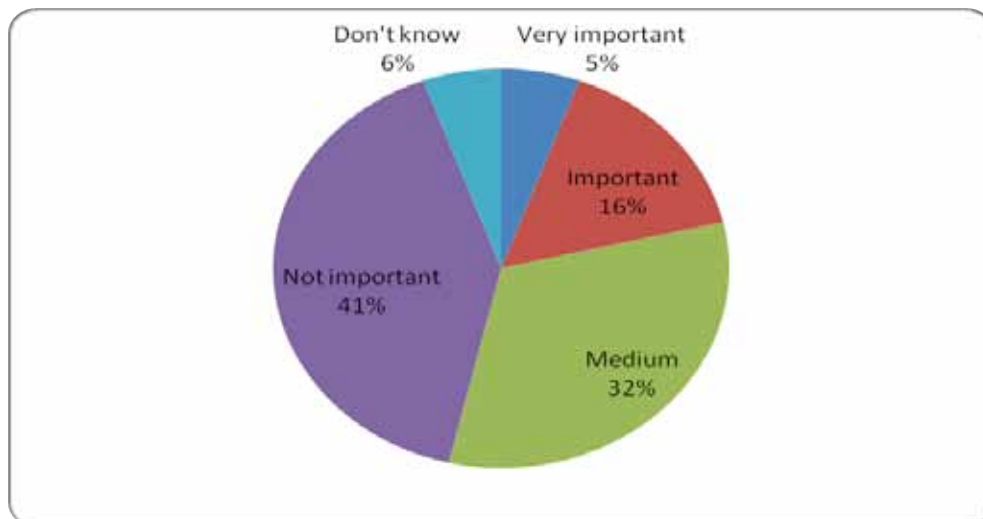
Among the interviewees who think that gender based corruption exists within organisations, 53% of them believe that this type of corruption has a "significant scale" while other 41% consider it "not significant". If these perceptions reflect the reality, it means that gender based corruption is becoming an alarming phenomenon in workplaces in Rwanda. The qualitative data also confirms the existence of gender based corruption, but the nature of the study which brings together two taboo topics namely gender, or rather sex, and corruption, makes it impossible to find out its real scale.

5.1.4 Main forms of gender based corruption
Gender based corruption in workplace is multi-faceted. In oder to set up strategies of combating this form of corruption, it is key to identify its main forms.

Figure N° 21 : Main forms of gender based corruption
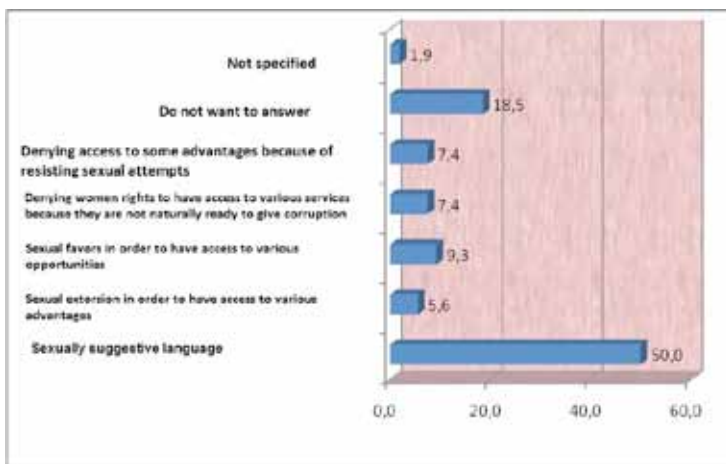
Of all forms that gender based corruption in workplace may take, sexually suggestive language appears to be the most common, as indicated by 50% of the interviewees. Despite the vague character of this type of corruption, the majority of interviewees regard it as particularly significant. Coming next are the action of asking and/or offering sexual favours in order to have access to various advantages (9.3%), denying access to some advantages because of resisting sexual attempts and denying women the right to have access to various services based on the assumption that they are not naturally ready to give corruption (both 7.4%).

Given that behaviours leading to sexual acts often start with flirtatious language, the active corruptor is likely to first try and gain the victim's consent through this kind of language, turning to more compelling means in case of refusal by the latter. Group discussions did not allow us to make a clear difference between the various facets that gender based corruption can take. But most participants agreed that it always starts with flattering language, which confirms the big extent that respondents attribute to this tool[38]. Consequently, in a professional environment, requesting or accessing sexual favours in order to get various advantages requires a negotiation process, which implies sexually suggestive language though several other ways can be also used.

5.1.4 Categories of employees most exposed to gender based corruption

If gender based corruption in workplace is partly connected to employees' positions, it means that not all employees are exposed to this type of corruption in the same way. The graph below shows the level of exposure of various categories of employees.

Figure N° 22 : Categories of employees most exposed to gender based corruption
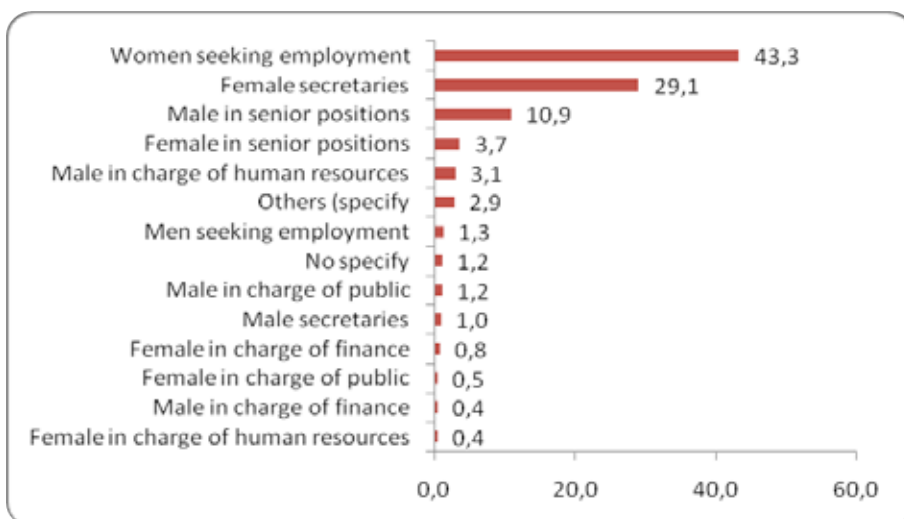
The results of the graph above show that three categories of employees are particularly exposed to gender based corruption. In order of importance,they are female job seekers (43.3%), female secretaries (29.1%) and male senior

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[38]Focus Group Discussion, Kigali, March 24, 2011.

staff members (10.9%). These proportions indicate that women (females) constitute the majority of gender based corruption victims, whether in their workplaces or while looking for employment. In the same context, other results contained in the graph show that men (males) are the active actors in this type of corruption.

5.2 Experience of gender based corruption in workplace
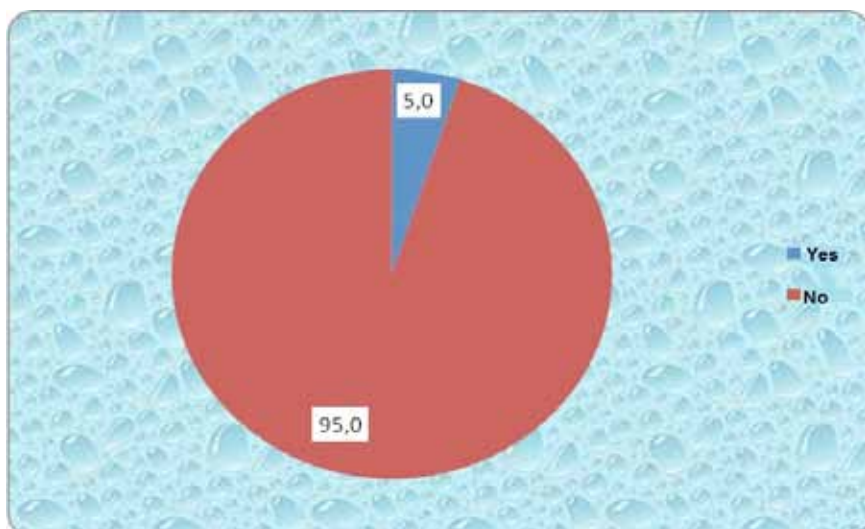Mere perceptions on gender based corruption in workplace are not enough to understand this phenomenon in its all aspects. It is also important to take into account the personal experiences of each employee.

Figure N° 23 : Personal experience of gender based corruption in workplace

While 10% of interviewees maintain that gender based corruption in workplace exists (see figure 18), only a half of them (5%) confess to have experienced this type of corruption. These results confirm a general observation that there is a big difference between perceptions on corruption and its real experience. In general, perceptions tend to be high whereas experiece is relatively low. However, due to the nature of the subject of the study, this proportion of the surveyed population (5%) who admit to have experienced gender based corruption in their workplace is significant compared to other studies on corruption in Rwanda. In the study conducted by the Office of the Ombudsman in 2010, only 1.1% of respondents declared to have experienced corruption. According to the results of a recent study by Transparency Rwanda (2009), 2.6% of respondents paid bribes. If these data reflects the reality on ground, this would lead to conclude that gender based corruption is the main form of corruption in Rwanda.

Qualitative data confirms this trend. Testimonies from some participants tend to portray a wide-scale problem. In fact, out of 46 persons who participated in all the group discussions, half of them personally experienced at least one case of gender based corruption in workplace or knows at least one person who has been a victim of it. The case of the group of girls and young women looking for job is particularly revealing on the scale of gender based corruption in workplace in Rwanda.

In this group, composed of seven girls and women, 4 personally experienced gender based corruption in their workplaces or during their internships. That represents slightly more than 57%, which is enormous stunning scale. Some of their testimonies are somehow puzzling: *« Recently, I had to pass three interviews for one and same position and I did not understand why (...). One evening around 10h pm, one of the members of the recruitment panel called me to regret that I did not take the initiative to offer something – ko ntacyo nibwirije [39] »* declared a young lady in search for a job. The same lady believes that her latest contract was not renewed due to the fact that she refused sexual favours to her boss. The non renewal of the contract was initially justified by the lack of funding, but a week later the position was re-advertised, and another person was recruited.

Another young girl from the same group received a request of "friendship" from her boss (a married man) during her internship in exchange of job. Even though it is difficult to exactly determine the scale of gender based corruption in workplace due to the reasons mentioned above, it is clear based on these testimonies that this phenomenon is not an isolated case. Some people are even highly alarmists,such as a woman working with a women organisa-

[39] Focus Group Discussion, Kigali, March 20, 2011.

tion, who compared gender based corruption to the HIV/AIDS pandemic : *« Gender based corruption exists in all work places. In my view, this is a serious scourge, a source of discontent and social injustice that necessitate to be fought by all means (…) as much as as efforts are deployed to fight HIV/AIDS* [40]

Even though these comments seem exaggerated to us, experience of gender based corruption in workplace is probably higher than the 5% declared by the interviewees for the reasons discussed above. In deed, due to the fact that corruption is a crime, it goes without saying that various people, victims or perpetrator do not want to recognise it. For instance, none of the men who took part in the discussions admitted to have been a perpetrator or victim of gender based corruption in workplace. It is true that the sample was not representative but it was at least inclusive. And nothing proves that if the researcher had continued discussions with other people, these would have expressed themselves differently.

5.2.1 Frequency of gender based corruption in workplace
The scale of a phenomenon cannot only be measured by testimonies of its existence. It is also important to know its pace and frequency.

Figure N° 24 Frequency of gender based corruption in workplace
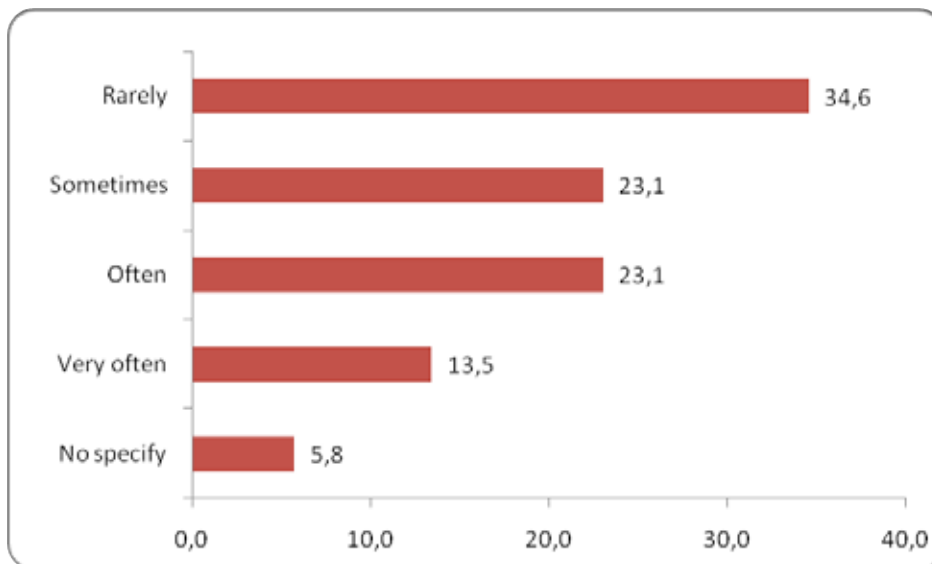
Acccording to 36,6% of interviewees, gender based corruption in workplace is common According to almost 55% of interviewees, this kind of corruption is instead little common. Considering the nature of the subject being studied, this proportion of interviewees who believe that this type of corruption is common within organisations is high, which confirms the scale of the phenomenon.

5.2.2 Behaviour vis-à-vis the cases of gender based corruption
The behaviour that a person adopts vis-à-vis corruption cases reveals his/her level of commitment to fight or not this phenomenon. The following table shows the behaviour s of the interviewees who experienced cases of corruption.

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[40] Focus Group Discussion, Rwamagana, March 25, 2011.

Figure N° 25 : Behaviour vis-à-vis cases of gender based corruption
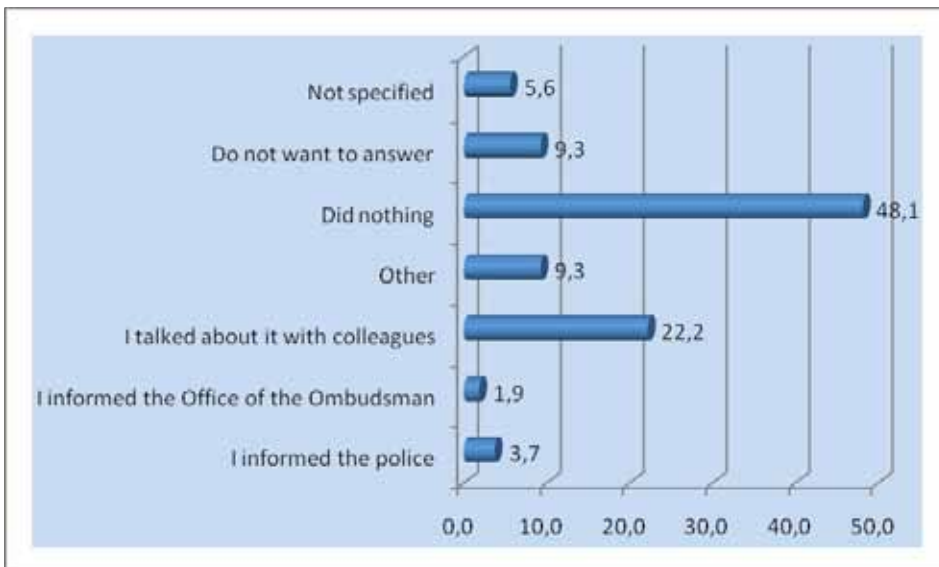
The results of the graph above show that the big majority of the employees having experienced gender based corruption did nothing, that is almost 50% of all respondents. Because of non reporting, this behaviour favours recurrence of the phenomenon. Only 3,7% of interviewees having experienced gender based corruption said they contacted the Police, against nearly 2% others who decided to report it at the Office of the Ombudsman. However, the interview organized with the Deputy-Ombudsman in charge of fighting corruption contradicts this information, as only one case clearly related to gender based corruption was referred to the office[41]. As observed in the graph above, people who experienced corruption prefer telling their colleagues and friends, instead of reporting it to the competent organs. The lack of reporting is one of the main causes of gender based corruption as it supports impunity.

5.2.3 Consequences of gender based corruption in workplace

Like any form of corruption, gender based corruption can lead to a series of consequences, on both individuals, organisations and the society. Interviewees have identified five main consequences of this form of corruption as the following graph indicates.

Figure N° 26: Consequences of gender based corruption in workplace
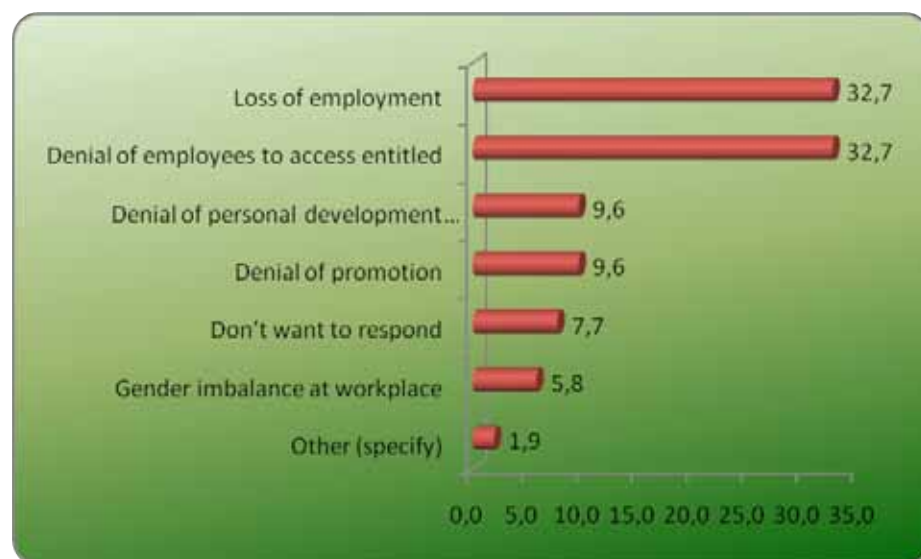
Gender based corruption leads to several consequences according to the interviewees. The most significant con-

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[41]Interview with the Deputy Ombudsman in charge of Fighting against Corruption and related offences.

sequences are the loss of job as well as non-enjoyment of rights by the employees, rated 32.7% each. Refusal of access to various opportunities and promotion come at the second position, with 9.6% of respondents each. Gender inequality comes at the third position with 5.8% of respondents.

Qualitative data also show that loss of employment is the main consequence of gender based corruption for employees working in the private sector. As analysed earlier on, private employers have as bigger margin of manoeuvres in recruiting and managing human resources than the public sector. Informants told us several times that people were recruited without having passed any test and were dismissed for no reason[42]. It is precisely the fear to lose one's job in a context of high unemployment that makes many people become victims of sexual exploitation.

5.2.4 Knowledge of a person having experienced gender based corruption

Since corruption is an offence punished by the law, many people are reluctant to talk about it. That is why there is often a difference between perceptions and experience of corruption. In order to allow interviewees to freely express themselves, we asked them whether they knew anyone who was victim or who had experienced gender based corruption in workplace.

Figure N° 27 : Knowledge of a person having experienced corruption
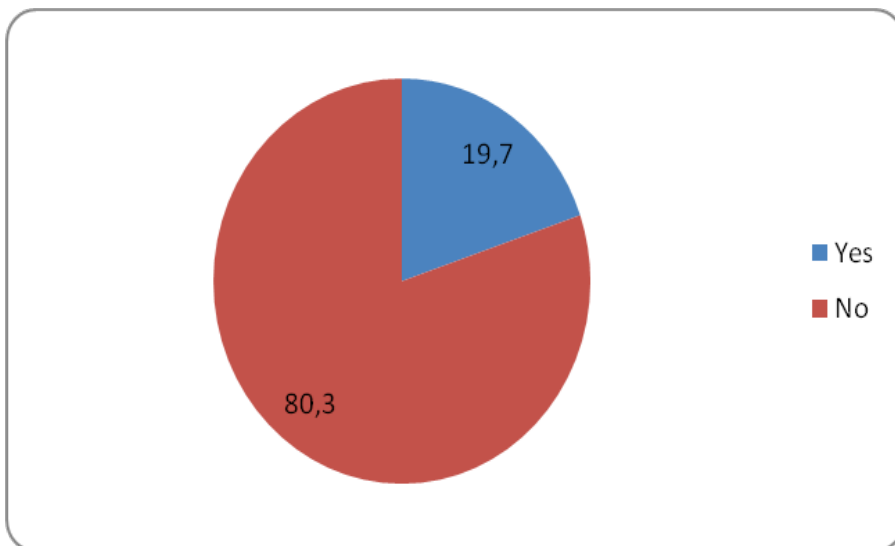
While only 5% of respondents said they have experienced corruption (figure nr. 23), nearly 20% of them maintain they know a person who has faced a problem related to gender based corruption in workplace.

This difference between personal experience of corruption and knowledge of another person having experienced this corruption can be explained by several reasons including:
- The will to conceal one's experience by attributing it to someone else ;
- Amalgamation between perceptions and experiences of corruption. The group discussions actually confirmed that perceptions are far higher than experience

5.2.5 Relationship with the victim of corruption
This section deals with the relationship between the victim of gender based corruption in workplace and the interviewee.

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[42] Focus Group Discussion, Huye, March 24, 2011.

Figure N° 28 Relationship with the victim of corruption
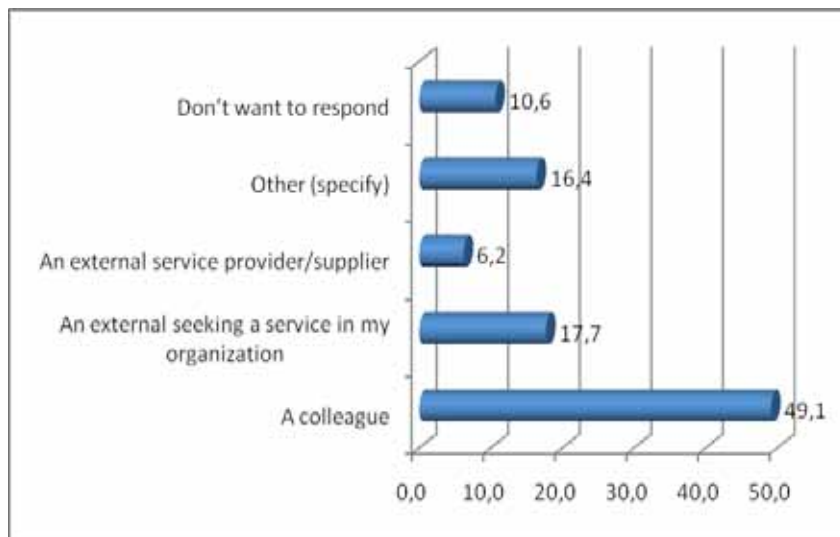
The distribution of answers in the figure above shows that the majority of the victims of gender based corruption are colleagues of the interviewees. It is what 49.1% of them say. This means that such cases of corruption occur within the respondents' organisations, although their answers to this specific question are elusive. But clients seeking various services from outside of the organisations come in second position among the victims of gender based corruption in workplace, with nearly 18% of interviewees. Unsepcified "others" come at the third position with 16.4%, while services providers have the forth position with 6.2%. Nearly 10% of the interviewees did not want to express themselves over the issue.

5.2.6 Victim of gender based corruption per sex
Previous studies show that women are the large majority of the victims of gender based corruption. The results of this survey tend to confirm this.

Figure N° 29: Victim of gender based corruption per sex
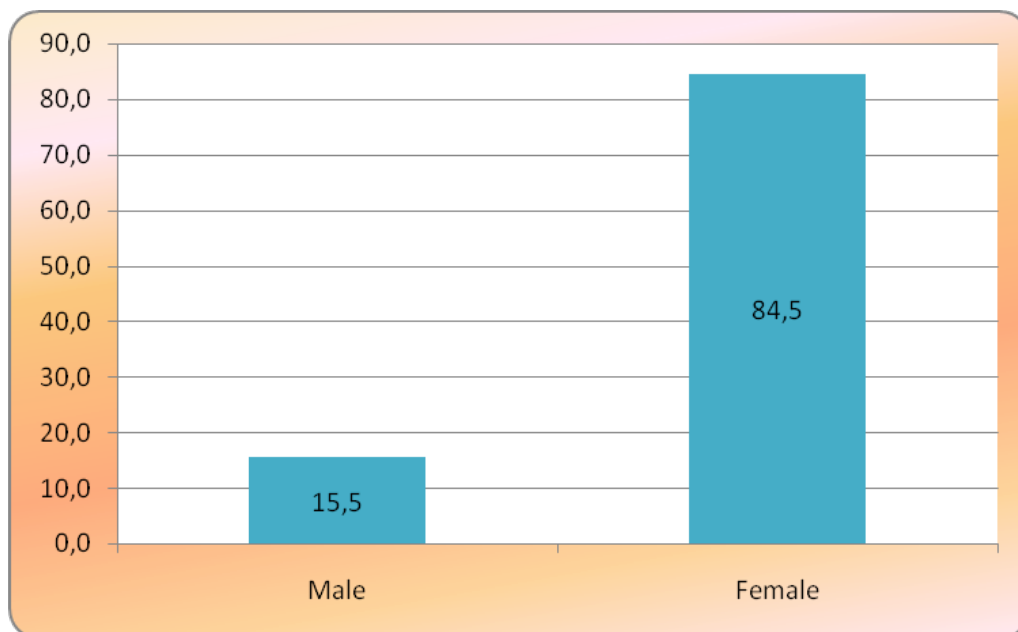
The results in the graph above show that women represent 84.5% of the victims of gender based corruption at workplace. These results confirm those of the figure N° 22 above. Women/ girls in search for a job constitute the main group of people exposed to gender based corruption.

5.2.7 Perpetrators of gender based corruption

The results of the graph 29 above show that women/girls are the large majority among the victims of gender based corruption at workplace. It is now important to identify the main perpetrators of this corruption according to their position in workplace.

Perpetrators N° 30 : Perpetrators of gender based corruption

According to nearly 47% of the interviewees, managers and directors are the main perpetrators/ responsible of attempts to gender based corruption in workplace. Other senior staff come at the second position, with 22,1%, followed respectively by middle ranking staff (16,4%), external service providers (6,6%) and clients seeking services (2,2%). These results indicate that decision-makers within the organisations abuse of their professional position to resort to gender based corruption practices.

5.2.8 Perpetrators of gender based corruption per sex

The graph below shows the results related to the sex of perpetrators of gender based corruption at the workplace.

Figure N° 31: Perpetrators of gender based corruption per sex
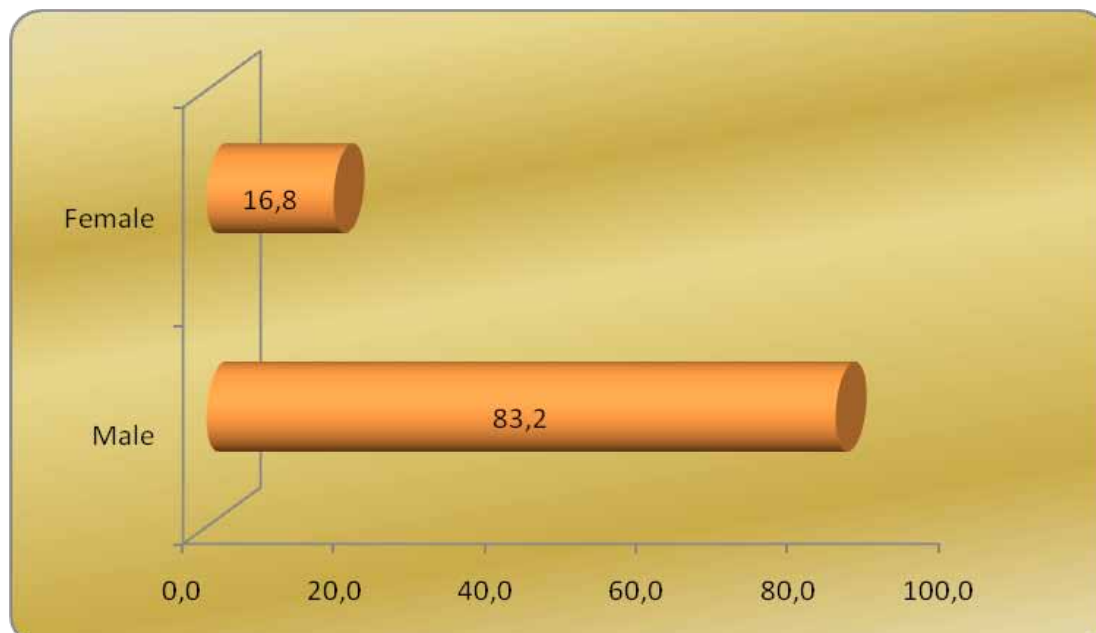
The graph above clearly shows that males constitute the majority of perpetrators of gender based corruption at the workplace. This is indicated by 83.2% of the interviewees. Compared to the results of graph N° 29, the respondents' opinions are remarkably consistent. However, it is important to highlight the fact that the women are also sometimes perpetrators of this form of corruption (16.8%), a proportion which is far from being negligible. This implies that men, though in smaller proportions, are also victims of gender based corruption at the workplace.

Informants (interviews and discussions in groups) unanimously agree that women constitute the big majority of the victims of gender based corruption, but they acknowledge that men, especially young people and lower ranking staff, such as drivers, can also be victims of gender based corruption to some extent.

Several causes of this corruption have been mentioned as regards women, including:[43]

1. *Poverty.* Concern over survival and desire to meet individual and family's needs prompt women and girls to accept or suggest sexual favours to their bosses or potential bosses;

2. *Unemployment.* It sometimes takes years for thousands of university graduates to find a job. Awareness of the fact that employment is becoming increasingly scarce leads a number of unemployed female to be vulnerable to those who can provide them with a job. This vulnerability may translate into acceptance or suggestion of sexual favours. According to the Executive Secretary of "Profemmes Twese Hamwe", the relationship between unemployment and gender-based corruption in workplace is direct: *"As the number of unemployed people increases, gender-based corruption in workplace takes a worrying scale"* [44]she said.

3. *Lack of self-confidence.* Once in office, some young girls and women, knowing that they were recruited through unfair ways, lose self-confidence. This feeeling leads them to use other malpractices, including sex-based corruption, in order to safeguard their jobs, and gain or maintain different professional benefits;

4. *Ignorance of rights.* According to our informants, many women and girls become victims of gender-based corruption, because they are unaware of their rights as workers. Offering and accepting a sexual favour to a boss is therefore a kind of "obligation"or "necessity", especially in the private sector. But the problem also exists in the public sector. The statements of a female participant in the Rwamagana (homogeneous) discussion group express this specific point: *"Maze imyaka irenga 15 mu kigo nkoreramo". Rimwe nagiranye ikibazo no umuyobozi wanjye, biza kugaragara ko yashakaga ko turyamana. Munaniye biba ngombwa ko banyimurira mu yindi serivisi kuko byari byageze k'umuyobozi mukuru. Icyaje kuntangaza nuko abagore bamwe bagendaga bavuga ngo narakabije, ng'ubwo se ararusha abandi babikora? Uwo muyobozi wanjye we ntacyo bigeze bamutwara".* "I have been working for more than 15 years in my organisation. Once I had problems with my boss. He wanted to sleep with me. When I resisted, it has created problems, and the top boss decided to have me transferred to another service. To my great dismay, other women denounced my behaviour, wondering why I had to be different from the other women who sleep with their bosses. My direct boss was never worried about that"[45]. These statements show that some women are so unaware of their rights to condemn those who try to defend them.

5. *Greed.* Interviews and group discussions both indicated that greed, especially by some women and girls to acquire luxurious objects with little effort, is one of the causes of gender based corruption in workplaces. The examples that were most frequently mentioned include the desire to have a car, a nice house or expensive clothes. Greed also apply to men, especially those young men who also accept such kinds of benefits from their female superiors who are financially better-off.

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[43]Interviews held in Kigali, Fabruary 2011
[44]Interview, Kigali, February 2011.

6. *Ease and abuse of power.* Ignorance of rights by some employees is linked to ease and abuse of rights or position by some male managers. Testimonies collected during discussions indicate that some bosses threaten and abuse their position in order to access sexual favours. On this issue, a clear example was provided by the boss of a public company who did not hesitate to send his subordinate on a ' business trip' outside the country shortly after her marriage, in order to later on join her there. Likewise some girls or women accompany their bosses to Gisenyi or to other parts of the country during week-ends pretending to be on mission[46].

7. *Loss of moral values.* Our informants have repeatedly emphasized that the loss of moral values is one of the main causes of gender-based corruption in workplaces, both for the perpetrator and the victim. Indeed, it is not just the poor, unemployed or other groups to which we referred above, who are involved in gender-based corruption. Besides, the people who are part of one or other category do not necessarily all adopt the same behaviour. Statements such as "niko bimeze hose, it is like that everywhere" [47] were commonly heard during the discussions. If this was really the case, this would mean that gender-based corruption is becoming acceptable, a practice which, if not normal, is at least tolerated. In this framework, the point of view of a female employee in a bank in Kigali concerning reporting gender-based corruption cases at work is revealing:

"Kubivuga, ngo bimare iki se. Niko bimeze erega hose. Ntaho bitari, uwabivuga ntaho yasiga. Reporting, what is the point? It is like that everywhere. If we were to report them, we would be doing so all the time". Although this statement seems to be exaggerated, it contains some alarming elements:

• First of all it shows that gender based corruption in workplace is widespread;
• Also, the informant believes that reporting may not lead to any result because of impunity;

Finally, these words present gender-based corruption in workplace as a "culture". This feeling is unfortunately not an isolated case. The Huye discussion group raised a similar concern. According to the participants, only few organisations are free from gender-based corruption[48]. In Rwamagana as much as in Rubavu, it was said that this corruption would have even affected politics. The group discussions have even questioned the criteria through which women are selected to represent other women in various organs, saying that the process is not sufficiently transparent and that it would in some case imply gender-based corruption[49].

[45]Focus Group Discussion, Rwamagana, March 25, 2011.
[46]Focus Group Discussion, Kigali, March 20, 2011.
[47]Informal discussion with a bank employee, Kigali, February 26, 2011.
[48]Huye, March 22, 2011.
[49]FFocus Group Discussion, Rubavu, March 26, 2011.

CHAP. VI. GENDER BASED CORRUPTION IN HUMAN RESOURCES MANAGEMENT

The previous chapter has discussed perceptions and experience of respondents on gender-based corruption. Since the entire study focuses on corruption in workplace, it is obvious that the human resources management is an important dimension which would help investigate the issue of gender-based corruption in workplace. This chapter focuses on five key aspects of human resource management in any organisation. These are recruitment of staff, promotion, opportunities for training and missions, staff performance evaluation, as well as determination of salary and other benefits.

6.1 Recruitment

Results in the figure No.22 above indicate that females looking for job are the category of employees or future employees the most exposed to gender-based corruption in workplace. This means that recruitment is the main gateway of this corruption. However, the results presented in the following table give a relatively little importance to gender-based corruption as a means of access or refusal of access to employment.

Figure No. 32: Existence of subjective criteria in staff recruitment
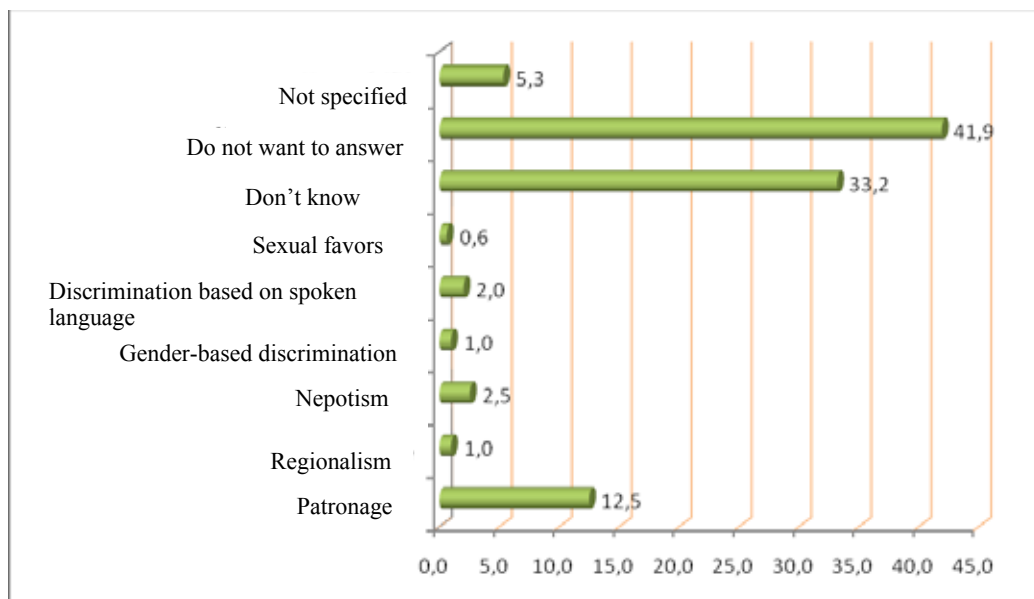
Gender-based discrimination as well as sexual favours in order to access employment appears to be little significant, totalling 1.6% of respondents. Patronage, ethnicity as well as the language spoken (English or French) are the most important factors that lead to unfair practices during recruitment. The study of the Office of the Ombudsman office had already noted that favouritism is the main form of corruption in Rwanda. But more challenging is the high percentage of respondents who did not want to answer the question whether corrupt practices existed during recruitment of employees and of those who claimed not to know anything about the issue, 41.9% and 33.2% of all respondents respectively.

According to qualitative data, getting a job for a friend or relative is the main aspect of favouritism. Sexual relations would come on the third or even fourth position, behind ethnic proximity and the language spoken. As regards sexual relations, discussions indicated that they were rarely required prior to recruitment and this kind of relationship would instead progressively develop as some feel that they are obliged to "acknowledge" while others feel they have the "right" to be acknowledged[50]. It is also important to mention, as indicated by our informants, that men and women would be discriminated in some organisations based on their sex. This led to the idea that there would be organisations "suitable" for men and others "suitable" for women.

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[50] Focus Group Discussion, Rubavu, March 26, 2011.

6.2 Staff Promotion

The promotion of staff in an organisation may be one of issues leading to gender-based corruption. This situation may be observed under two main facets:

• Lack of clear mechanisms regulating staff promotion within an organisation;
• Violation of the objective principles regulating staff promotion through unequal treatment of employees.

Figure No. 33: Opinions about promotion opportunities according to the sex of the employees.
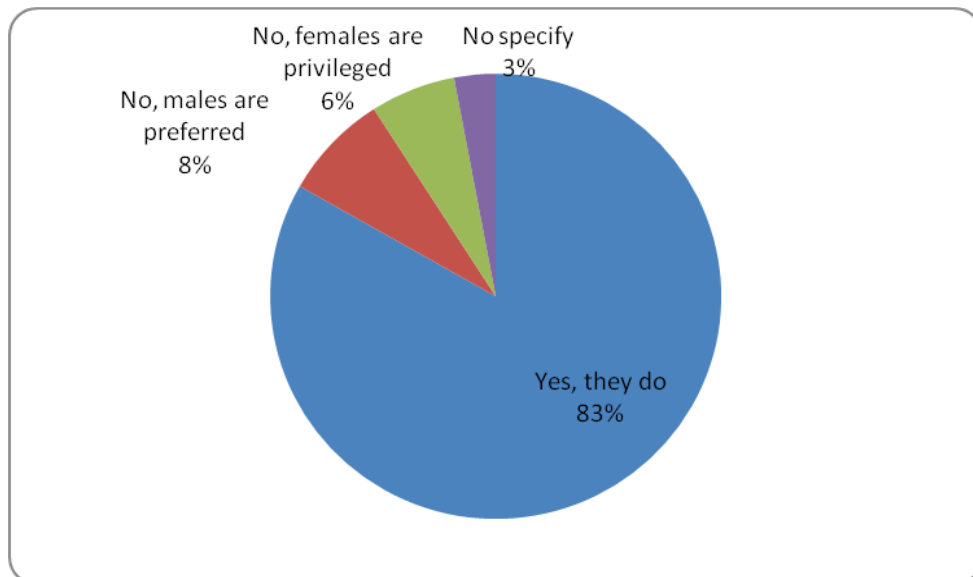
According to a large majority of respondents (83%), men and women have equal promotion opportunities. Contrary to what most people might think, respondents indicated that men are privileged compared to women (8% against 6% of respondents). Discussions in groups showed that there is a widespread opinion that women benefit from some favours over men when it comes to promotions; and that female employees were assessed with a lot of "sweetness". For some participants, mostly men, not only intentions or sexual relations play a role, but also the positive discrimination system which women benefit from.

6.3 Opportunities for training/missions based on the sex of the employee

In addition to recruitment and promotion, training is an important dimension of the employees' professional development. So, the opportunity to access a training and/or a mission may imply irregularities, especially those linked to gender-based corruption.

Figure N° 34: Training opportunities/work missions according to the sex of the employee
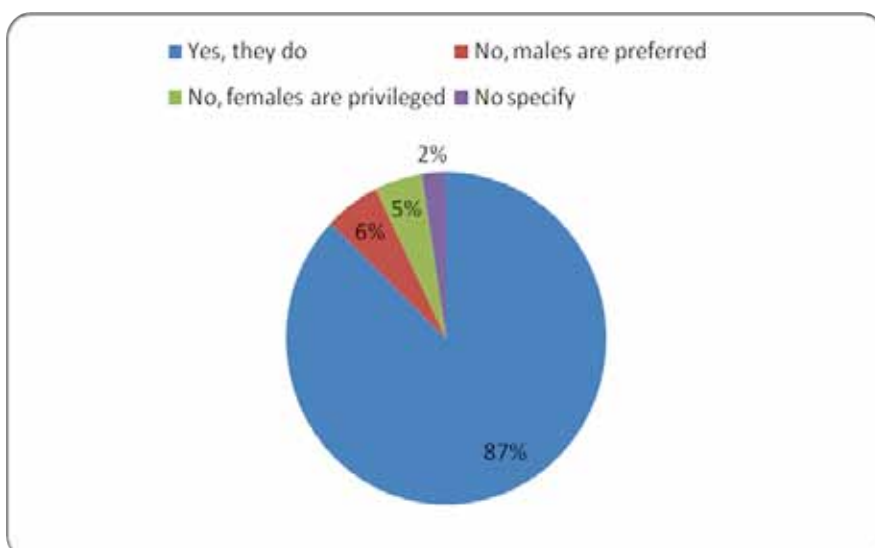
A very large majority of respondents (87%) believe that employees, women and men alike, have equal opportunities for training and/or missions. The difference that exists between men and women in this specific matter is insignificant, which confirms the finding.

6.4 Opinions about the evaluation of staff performance

Evaluation of staff performance is one of the sensitive areas of human resource management. It often stirs controversies among employees who are very often unsatisfied with the results of their evaluation. For this reason, employees are often tempted to compare their results with their colleagues' and might perceive that a given person might have been evaluated based on subjective criteria, among which, gender-based corruption.

Figure No. 35: opinions on the evaluation of staff performance
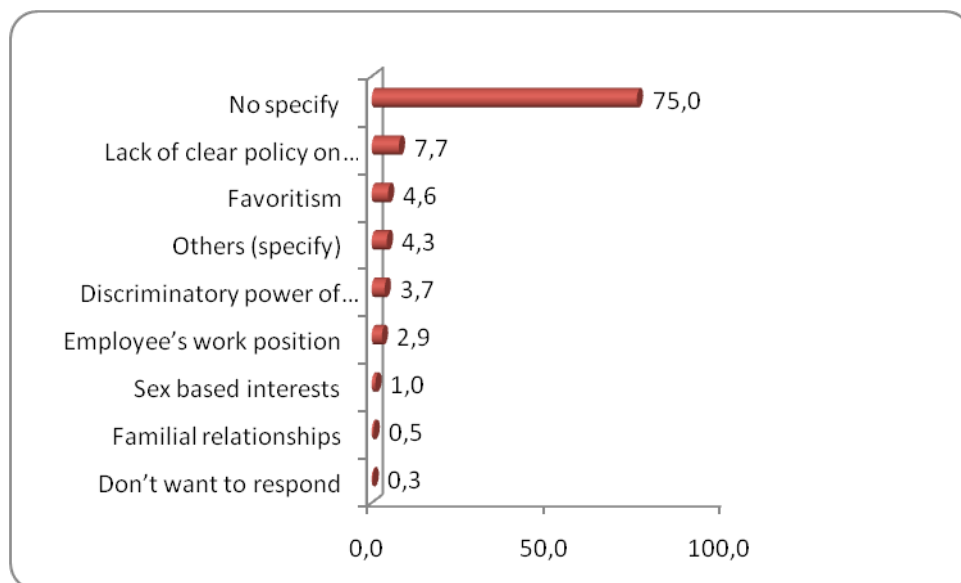
These results reveal that interests related to sex play a relatively limited role in terms of performance evaluation. Only 1% of respondents find a link between evaluation and sexual favours. But it is important to note that a very large majority of respondents (75%) decided to say nothing. A significant proportion of respondents, 7.7%, 4.6% and 3.7% respectively, evaluation is biased as a result of lack of clear mechanisms for performance evaluation, favouritism and discretionary power of managers.

6.5 Views on criteria determining salary and other benefits

In general, salaries as well as other related benefits remain the main incentive for most employees. For this reason, salary and related benefits are of concern to each person wishing to examine the employees' perceptions in their work.

Figure No. 36: Do you think that salary and other benefits are determined based on objective criteria in your organisation?
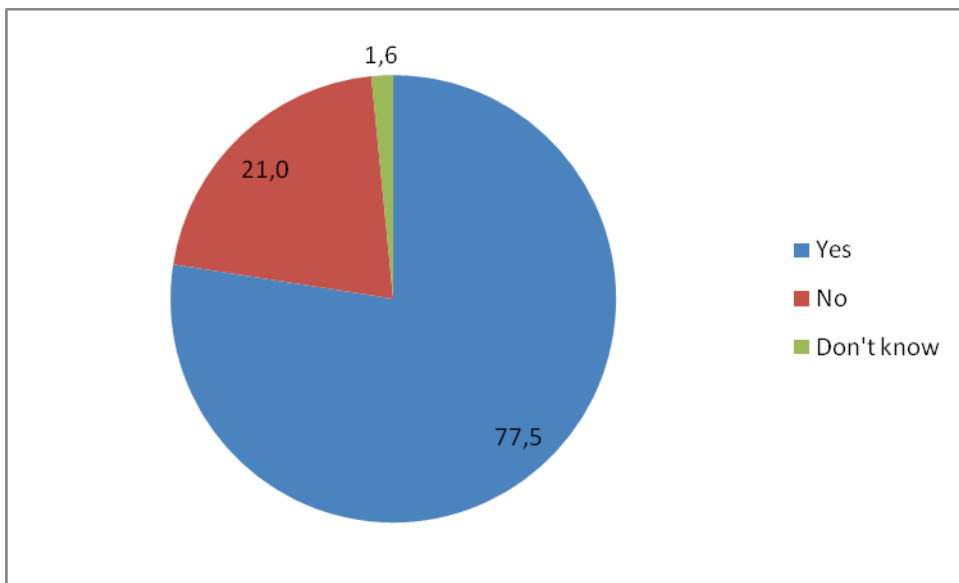
Unlike the other four aspects of human resource management that were considered, salary and related benefits are determined, according to a good number of respondents, based on not very objective criteria. This is what 21% of all respondents think, compared to 75.5% who believe otherwise. These results have to do with the sensitive nature of the aspects related to salary and other associated benefits. Several reasons are perceived to be the cause of this situation.

Figure No. 37: Perceived reasons behind determination of salary and other benefits
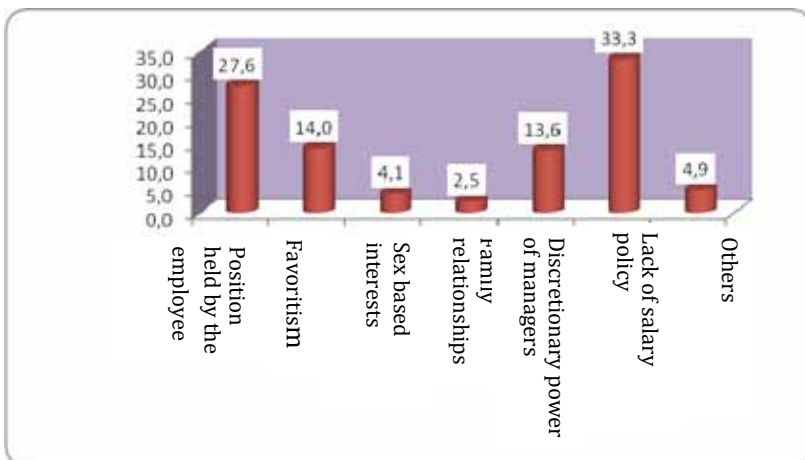
According to the respondents, the lack of an appropriate salary policy is the main reason for flawed determination of salary and related benefits, 33.3%. This is followed, in order of importance, by the position held by the employee, favoritism and the discretionary powers of managers, 27.6%, 14% and 13.6% of respondents respectively. For the first time, sex-based interests were indicated by a relatively significant proportion of respondents, 4.1%. This situation suggests a series of questions, including:

• Why does the trend increase when it comes to the issue of salary and other benefits compared to other aspects of human resource management?
• Is it an aspect which particularly exposes to gender- based corruption?
• What about the reliability of information provided on other aspects of human resource management compared to the issue of salary and related benefits?

Whatever answers one might give to these questions, the gap is revealing. The quantitative investigation has failed to provide to answers to these questions, but the interviews held with the respondents shed some light on the subject: informant think that, in any case, the determination of salary and related benefits varies depending on whether it is in the public or in the private sector. According to them, the determination of salary and benefits in the private sector would be sometimes based on subjective criteria although the issue is not totally absent in the public domain. Group discussions linked such perceptions to the mismatch between the earned salary and the cost of living[51].

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[51] Huye and Rubavu Focus Group Discussions among others focused on the issue.

7.1 Reporting of gender-based corruption cases

A gender study cannot consider it enough to simply take stock of the current situation even though this is relevant to understand the actual scale of the issue and to design necessary interventions. Therefore there is need to review the reporting system and suggest strategies meant to control and prevent gender- based corruption.

Figure No. 38: Do you think gender based corruption cases in workplace are effectively reported?
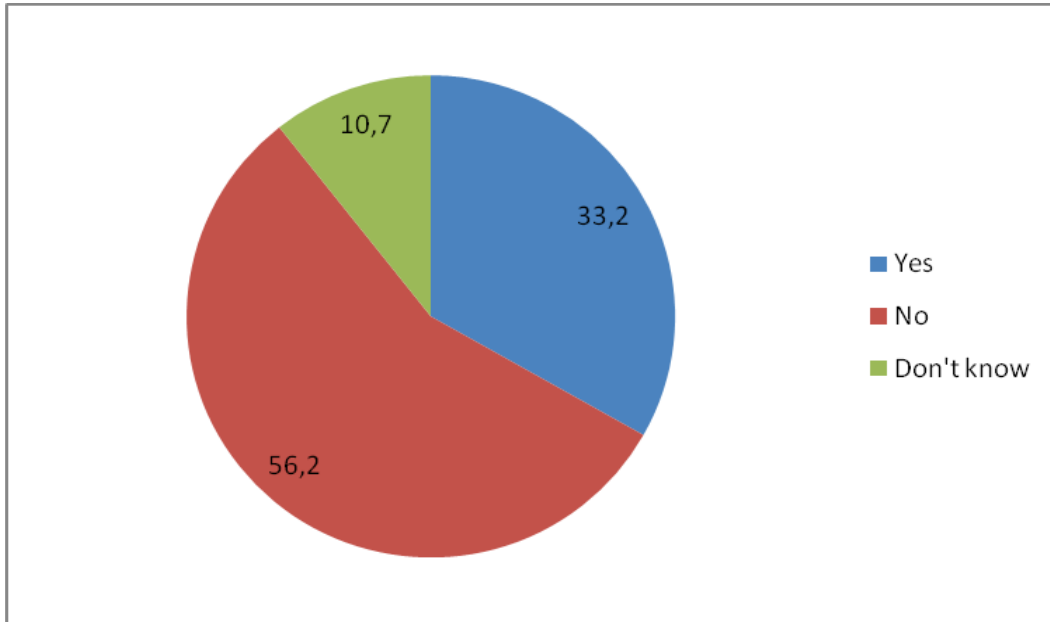
According to the majority of respondents, gender-based corruption cases are not effectively reported, roughly 56.2% of respondents compared to 33.2% who state the opposite. Non-reporting of gender based corruption cases has been acknowledged by almost of all the interviewees, including the Office of the Ombudsman, the National Prosecution Authority, and the National Police. These results are in line with those presented in figure no. 25 above on the behaviour of employees vis-à-vis cases or risks of gender based corruption in their professional workplace. Indeed, a series of reasons underlie this situation.

Figure No. 40: Reasons of non-reporting of gender based corruption cases in workplace
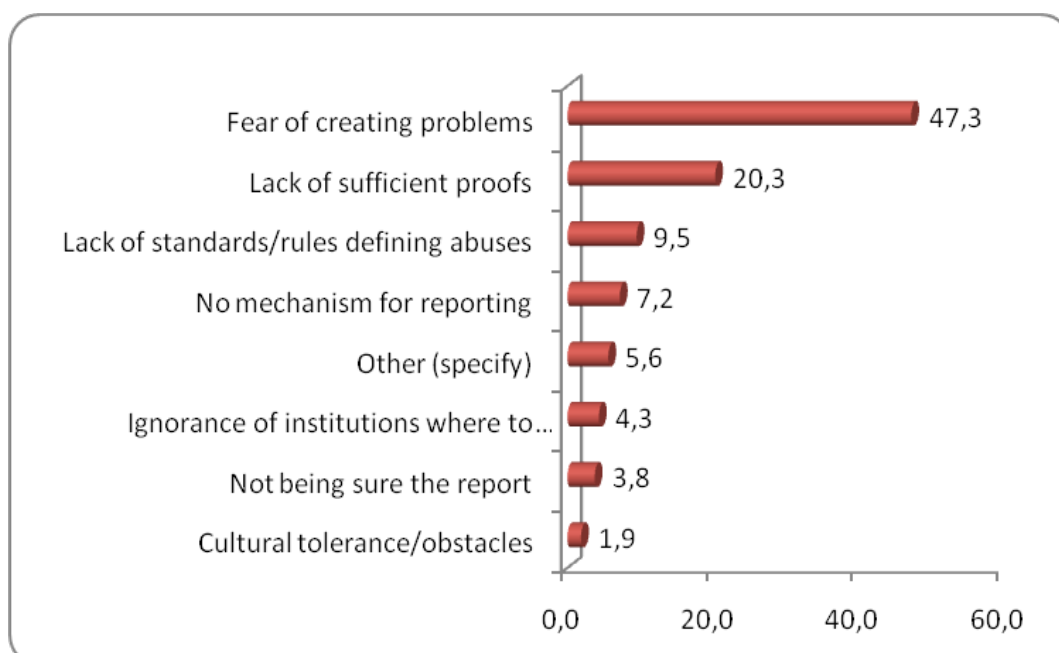
Among the causes of non-reporting of gender- based corruption, the fear of creating himself/herself problems in the professional environment comes at the top, with 47.3% of respondents. This feeling suggests that some people in decision-making positions would be involved in gender-based corruption in one way or another and to different extent. Lack of sufficient evidence, vague nature of the concept of gender-based corruption, as well as lack of clear information sharing mechanisms on gender-based corruption also contributes to non reporting of this form of corruption. These were mentioned by 20.3%, 9.5% and 7.2% of respondents respectively. It is also worth mentioning that ignorance of the institutions to report to and uncertainty that reporting will produce the desired effects are also some of the reasons that hinder reporting of gender based corruption, with respectively 4.3% and 3.8% of respondents.

Qualitative data confirms most of these reasons, as follows:

- *Lack of evidence.* As already stated it above, gender-based corruption is a taboo issue. All practices related to this phenomenon occur very discreetly. For this reason, many victims are reluctant to report the case due to insufficient evidence and prefer to remain silent;

- *Fear of stigma within society.* According to several women and young girls who took part in interviews and group discussions, reporting gender-based corruption cases exposes the victim to criticisms that might lead to a certain stigma within her organisation as well as in society in general. Indeed, whatever behaviour the victim adopts before the perpetrator of corruption, it is often difficult for the former to be believed. Very often, women who decide to say that they resisted such corruption are labelled by their colleagues as liars, conspirators and other similar names[52]. This situation discourages them to report and leads them to an imposed silence, which makes them victim twice;

- *Fear of losing job or other related benefits.* Several studies, including this one, indicated that unemployment is one of the major problems faced by Rwandans. Finding a job is perceived as exceptional. In order to keep the job, holders resort to all possible means, including immoral ones such as gender-based corruption. In this context, it is very difficult for an employee to report the attempts of gender based corruption, especially when this attempt comes from a manager capable of harming the employee's interests.

- *Low confidence in the bodies/organs to which corruption should be reported.*
  According to the quantitative survey, 4.3 % of respondents ignore the bodies to which gender-based corrup tion should be reported. The qualitative data on the other hand shows that this ignorance is not very relevant and instead highlights the problem of lack of confidence in the reporting authorities. Actually, it is not a matter of mistrusting the bodies in charge of fighting against corruption, but it is rather the need to achieve the expected results confidentially[53]. This stresses the important role that fear of stigma plays in discouraging to report gen der based corruption cases;

- *Fear of consequences on the couple.* Participants in group discussions believe that there would be cases of marital conflict based on suspicions of extramarital relationships between one of the spouses and his/her superior or subordinate at work. A practical example of an ongoing procedure of divorce related to this phenomenon has been mentioned above. For the victim, reporting is synonymous to negative personal publicity, likely to endanger marital relations;

- *Trivialisation of gender-based corruption.* From the point of view of some observers contacted in the framework of this study, gender-based corruption is so common that some people no longer see the relevance to report it. Indeed, a kind of consensus emerged from the debates that there would exist a "culture of tolerance" of gender-based corruption in workplace in Rwanda. Potential witnesses of gender based corruption have shown passivity to report but also a tendency to decriminalize the practice. Such behaviour calls for a renewed effort by all actors and the whole society in general.

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[52]Rwamagana Focus Group Discussion, March 25, 2011.

[53]Focus Group Discussion, Rubavu, March 26, 2011.

7.2 Prevention strategies of gender-based corruption in workplace

Besides reporting of gender-based corruption cases, the study sought to ascertain whether organisations had mechanisms to prevent such corruption.

Figure 41: Prevention strategies of gender-based corruption in workplace
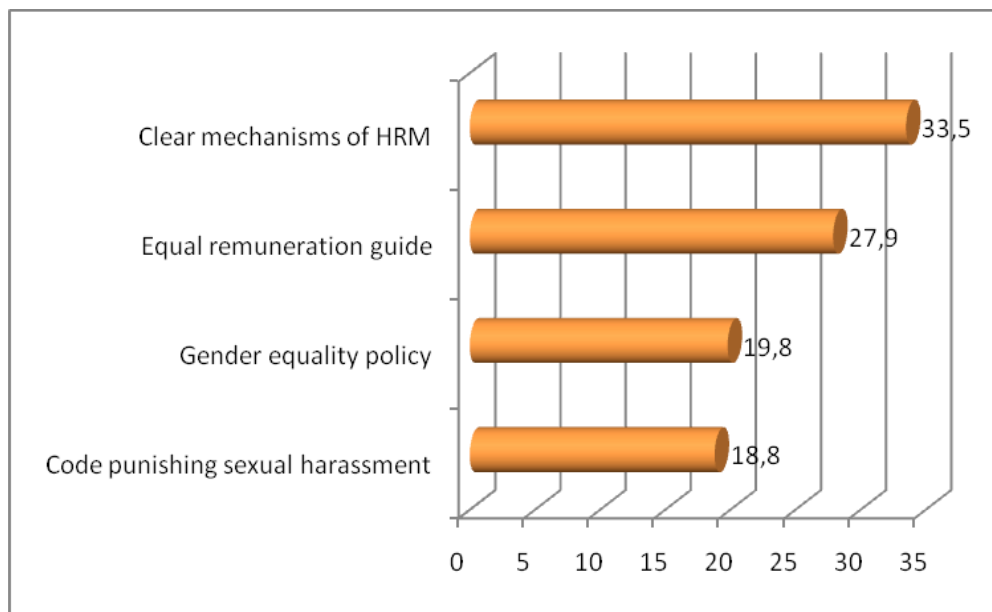
According to the respondents, the organisations whose employees took part in the study are equipped with one or another gender-based corruption prevention mechanism. These include procedures of human resources management, internal codes punishing sexual harassment, and gender equality policy. However, interviews with the same employees on the content of each mechanism, did not allow to confirm the existence of these mechanisms in most of their organisations.

Apart from the strategies suggested by the quantitative survey, there are other strategies designed to improve the reporting of gender-based corruption cases. These include the following:

• *Sensitisation of Employees on reporting gender-based corruption cases.*

It was noticed during debates that gender-based corruption is still a taboo in workplaces in Rwanda. It is important to develop programmes meant to raise awareness on the scale and the consequences of gender-based corruption and encourage employees to report it. These programmes would involve media activities, internal policies of the organisations, internal spaces for professional dialogue and sexual education sessions within various social centres (families, schools, religious bodies etc);

• *Putting in place formal and transparent mechanisms of recruitment and management of staff in the private sector.*

The results of the study show that the private sector is regarded as the one where gender-based corruption is particularly important. This is due to the fact that most private organisations do not have formal regulations governing the recruitment and management of staff. It goes without saying that such a reality creates loopholes to illicit practices, among which gender-based corruption. the presence of such instruments constitute a safeguard against temptations of gender-based corruption;

• *Independent audits of recruitment and management of staff as well as publication of audit results*

The presence of instruments regulating recruitment and management of staff is not an end in itself. These instruments must be operational and carefully respected. For this reason, there is need to conduct independent audit missions and publish the results of the latter in order to demystify gender-based corruption practices, to discourage it and formalize the will to fight against this scourge. This kind of mission should apply to all employment sectors, namely the public sector, the private sectors and civil society organisations;

• *Education on the employees' rights in workplace.*

The results of the study indicate that some employees still ignore their rights as workers. The example emerged during the discussion group in Rwamagana explicitly expresses it. Indeed, some of the victims of gender-based

corruption go as far as thinking that it is the right of the hierarchical superior to enjoy sexual favours with his/her subordinates or that requesting these favours is something normal. This situation is worrying and requires well developed education programs on employees' social and human rights.

• *Creation of platforms of debate for women.*
The results of the study show that women constitute the large majority of the victims of gender-based corruption, that is 84.5% of all victims. The silence around gender-based corruption suggests that there should be a free and intimate space where women can openly discuss the matter. Coupled with awareness of their rights as employees and human beings, such a platform of debate would help demystifying gender-based corruption. The fact that women constitute the majority of victims of gender-based corruption imply that their awareness could revert the trend and increase reporting of gender-based corruption.

• Establishment of a system encouraging integrity
As we have indicated throughout this section, several obstacles prevent victims of gender-based corruption to report this practice. Symbolic and material measures to encourage people to report gender-based corruption in workplace would contribute to demystify the phenomenon and combat it more effectively.

CHAP. VIII. GENERAL CONCLUSIONS

8.1 Key findings

The study on gender based corruption reveals a set of interesting results. However, due to the fact that it associates two subjects on which people are reluctant to express themselves, it is likely that some information have been hidden. Gender based corruption exists within institutions. But only 10% of all the interviewees acknowledge it. Just like in all studies on corruption, the experience of this corruption is relatively weak (5%) compared to perceptions.

Females (women and girls) in search of employment are the main victims of this corruption. It means that recruitment remains the main entry point for this form of corruption. Women in general are the main victims of gender based corruption in work places, while men in decision making position are the main perpetrators.

Faced with cases of gender based corruption, behaviours vary from one person to another. Generally, the employees that faced such a corruption did not do anything. Reporting of this corruption is very weak. Several reasons are behind this situation including the fear to put themselves into troubles by reporting it and the shady character of gender based corruption. Indeed, it is difficult for the employees to be able to determine what gender based corruption is.

When it comes to staff management, gender based corruption is perceived as being basically linked to recruitment practices and to the determination of salary and other benefits, whereas promotion, evaluation and opportunities for training or mission are based on more objective and transparent criteria. The main consequences of gender based corruption are loss of employment as well as denial of employees' rights.

Overall, gender based corruption is not the main problem of employees. Their major concern is the salary that does not correspond to the cost of living. However, gender based corruption is more important than corruption in general.

8.2 Recommendations

The results of this study unveil several situations that deserve the attention of all the actors interested in the fight against corruption in general, and against gender based corruption in particular. The findings lead to the following recommendations:

To the Government and other public institutions

- It is important to organize a media campaign to raise awareness among the general public on gender based corruption in the workplace and encourage women, who are the main victims, to report this scourge;

- There are no clearly defined processes to report cases of gender based corruption. As this form of corruption is not effectively reported, it is urgent to define a safe structure to report it. A specialized office could be created for example within the Office of the Ombudsman or the Gender Monitoring Office;

- To punish in an appropriate way the people found guilty of gender based corruption in the work place and elsewhere, in order to break the feeling of impunity;

- In order to raise awareness on the scale of gender based corruption in the work place, it is important to set up, in different organisations, professional clubs to discuss on the issue;

- To put in place, in each and every organisation, a safe service in charge of receiving grievances and injustice cases related to gender based corruption in the work place;

- Reinvigorate collaboration among all the organisations involved in the fight against corruption and in the promotion of gender equality, including those from the civil society;

- Integrate and promote sexual education in various socialisation centres (family, school, religious structures, medias...);

- Integrate the dimension of gender based corruption in the action plans and staff management policies of all organisations;

- Review the law on corruption in order for it to be specific on the nature of gender based corruption and its corresponding sanctions;

- Clearly define facts and actions susceptible of constituting a case of gender based corruption.

To civil society organisations and the private sector

- Put in place mechanisms of detection, prevention and reporting of gender based corruption in the workplace;
- Develop, where it is not yet the case, manuals governing recruitment and staff management policies, establishing transparent and objective procedures, particularly for job interviews and determination of salary; these manuals should be guided by the principle of zero tolerance to gender based corruption and should be thoroughly implemented;
- Organize independent audit on organisations' practices in terms of recruitment and human resource management;
- Organize sensitization workshops of their own staff on gender based corruption, its harmful consequences and reporting mechanisms;
- Carry out a research on gender-based corruption in schools, as this aspect emerged as a key concern of many respondents.

To the Rwandan population in general and to the employees in particular

- Systematically report cases or risks of gender based corruption in the work place to the appropriate bodies, particularly the Police, the Office of the Ombudsman and the National Public Prosecution Authority.

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Loi n° 08/2005 du 14/07/2005 portant régime foncier au Rwanda

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Loi n° 15/2006 du 24/03/2006 portant organisation, compétence et fonctionnement du Ministère Public

Loi n° 06/2007 du 1er /02/2007 portant organisation et fonctionnement de la Commission de la Fonction Publique

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Loi n° 15/97 du 8/11/1997 portant création de l'Office Rwandais des Recettes telle que complétée et modifiée jusqu'à ce jour

Loi n° 12/2007 du 27/03/2007 relative aux marchés publics telle que modifiée jusqu'à ce jour

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ANNEXES

RESEARCH QUESTIONNAIRE (original version)

Nturutse muri Transparency Rwanda. Nitwa……………………………Tukaba turi gukora ubushakashatsi ku myumvire n'ubumenyi by' Abanyarwanda kuri ruswa inshingiye ku gitsina mu kazi. Tukaba twifuza ko mwasubiza ibibazo twateguye kuri ubu bushakashatsi. Ibisubizo byanyu ni ibanga kandi nta mazina yanyu duzakoresha. Ndabizeza ko iki kiganiro ari kigufi. Ibitekerezo byanyu birakenewe cyane, kandi ni inkunga ikomeye muri iki gokorwa. Murakoze

Amazina y'umukarani w'ibarura:……………………………………………………………

2. IBIBAZO NYIRIZINA

A. UBUMENYI N'IMYIFATIRE KURI RUSWA ISHINGIYE KU GITSINA MU BIGO BY'AKAZI MU RWANDA

No	Ibibazo	Ibisubizo	Ikirango
Q1	Intara/umujyi wa Kigali	1. Umujyi wa Kigali 2. Iburasirazuba 3. Iburengerazuba 4. Amajyaruguru 5. Amajyepfo	/___/
Q2	Akarere :	....	
Q3	Imiterere y'aho atuye	1=Umujyi 2=Icyaro	/___/
Q4	Imyaka		/___/____/
Q5	Igitsina	1=Gabo 2=Gore	/___/
Q6	Irangamimerere:	1=Ingaragu 2=Arubatse 3=Yaratandukanye 4=Yarapfakaye	/___/
Q7	Amashuri yize	1= Abanza atuzuye 2=Abanza 3=Ay'imyuga 4= Ayisumbuye atuzuye 5=Ayisumbuye 6=Amakuru	/___/
Q8	Urwego arimo mu kazi	1=Nyirikigo/Umuyobozi 2= Umukozi mukuru 3= Umukozi wo hagati 4= Umukozi wunganira...	/___/
Q9. Uburambe mu kazi (mu myaka)			/_____/
Q10.Umukoresha (Ikigo)...			
Q. Ubwoko bw'umurimo abarizwamo 1= Ubuzima (minisiteri, ibitaro, ikigo nderabuzima) 2= Uburezi (minisiteri, ishuri, ikigo gishamikiye kuri minisiteri) 3= Ubwikorezi 4= Ubutegetsi bwite bwa Leta 5=Ubutabera 6= Amashyaka ya politiki 7= Ikigo cya leta 8= Ikigo cy'abikorera 9= Umuryango utegamiye kuri Leta			/___/
Q12 Idini 1=Ntaryo 2= Umukirisitu 3=Umuyisiramu 4=Gakondo 5=Irindi (rivuge)			/___/

Q13	Ku bwawe, ni ikihe kibazo gikomeye abakozi bahura nacyo mu kazi kabo ka buri munsi mu Rwanda?	
	1=Umushahara utajyane n'ibiciro ku isoko 2=Umwuka mubi hagati y'abakozi 3=Kutagira politiki y'amahugurwa 4=Ruswa 5=Ruswa ishingiye ku gitsina 6=Ubusumbane mu mishahara hagati y'abakozi 7=Ikindi (kivuge) 8=Ntabizi 9= Ntashaka kugisubiza	/___/

Q14. Ku bwawe, ni ubuhe buremere waha buri kimwe cyose muri ibi bibazo?				
Ibibazo by'ingenzi abakozi bahura nabyo	1.Kiraremereye cyane	2.Kiraremereye	3.Kiraremereye gahoro	4.Ntikiremereye
1. Umusha-hara utajyane n'ibiciro ku isoko				
2.Umwuka mubi hagati y'abakozi				
3. Ruswa				
4. Ruswa ishingiye ku gitsina				
5. Ubusumbane mu misha-rara hagati y'abakozi				

Q15. Muri ibi bikurikira, ni ibihe wafata nka ruswa ishingiye ku gitsina mu kazi (vugamo bitatu by'ingenzi)?	
1=Imvugo ireshya/iganisha ku mibonano mpuzabitsina hagati y'abakozi n'abayobozi	/___/
2= Gukoresha imvugo iganisha ku mibonano mpuzabitsina nk'uburyo bwo gutuma abayobozi cyangwa abakozi bandi bafasha umuntu guhabwa ibyo asanzwe agenewe nk'umukozi	/___/ /___/
3= Gukoresha imibonano mpuzabitsina nk'uburyo bwo kugera ku nyungu z'akazi (kuza-muka mu ntera, kujya m'ubutumwa b'akazi, guhabwa umushahara mwiza…)	
4= Kubura umwanya/serivisi ku ab'igitsinagore bitewe no gukeka ko batakwemera gutanga cyangwa kwakira ruswa	
5=Kubuzwa inyungu z'akazi n'umuyobozi kubera kutemera ibyifuzo bye biganisha kumi-bonano mpusabitsina	
6= Ikindi (kivuge)	

Q16. Ku bwawe, ni izihe nzego z'imirimo zaba zirangwamo ruswa ishingiye ku gitsina kurusha izindi mu Rwanda? 1= Ubuzima 1.yego 2. oya 2= Uburezi 3= Imisoro n'amahôro 4= Ubutegetsi bwite bwa Leta 5= Ubutabera 6= Inzego z'ibanze 7= Amasoko ya Leta 8=Ibigo bya Leta 9= Ubwikorezi 10=Amabanki n'ubwishingizi = Ibigo by'abikorera 12= Imiryango itegamiye kuri Leta 13= Urundi (ruvuge) ……………………………	/__/ /__/ /__/ /__/ /__/ /__/ /__/ /__/ /__/ /__/ /__/ /__/
Q17. Ku bwawe, ni ku ruhe rugero ubwoko bukurikira bwa ruswa ishingiye ku gitsina bwaba buriho mu kigo cyanyu ? **Ikirango: 1. Nyinshi cyane 2. Nyinshi, 3. Si cyane 4. Nkeya 5.Ntabizi** 1=Imvugo ireshya/iganisha ku mibonano mpuzabitsina hagati y'abakozi n'abayobozi 2= Gukoresha imvugo iganisha ku mibonano mpuzabitsina nk'uburyo bwo gutuma abayobozi cyangwa abakozi bandi bafasha umuntu guhabwa ibyo asanzwe agenewe nk'umukozi 3= Gukoresha imibonano mpuzabitsina nk'uburyo bwo kugera ku nyungu z'akazi (kuza-muka mu ntera, kujya m'ubutumwa b'akazi, guhabwa umushahara mwiza…) 4= Kubura umwanya/serivisi ku ab'igitsinagore bitewe no gukeka ko batakwemera gutanga cyangwa kwakira ruswa 5=Kubuzwa inyungu z'akazi n'umuyobozi kubera kutemera ibyifuzo bye biganisha kumi-bonano mpusabitsina 6= Ikindi (kivuge)	/___/ /___/ /___/ /___/ /___/ /___/
Q18. Ku bwawe, n'izihe mpamvu z'ingenzi zikurura ruswa ishingiye ku gitsina mu kazi mu Rwanda kuruhande rw'uyisabwa (vugamo eshatu ukurikije uburemere bwazo) 1=Gushaka serivisi yihuta 2=Gushaka inyungu runaka cyangwa koroherezwa 3=Kurengera inyungu z'akazi 4=Irari ryo kwigwizaho ibintu, inda nini 5=Kutamenya amabwiriza n'uburenganzira ku bakozi n'abashaka serivisi 6=Amategeko/amabwiriza adafututse 7=Gutinya gutanga amakuru kuri ruswa ishingiye ku gitsina 8=Iyindi (yivuge)	/___/ /__/ /__/
Q19. Ku bwawe, ni izihe mpamvu z'ingenzi zikurura ruswa ishingiye ku gitsina mu kazi mu Rwanda kuruhande rw'uyisaba (vugamo eshatu ukurikije uburemere bwazo)? 1= Gukoresha nabi umwanya umuntu arimo 2=Kutamenya amabwiriza n'uburenganzira ku bakozi n'abashaka serivisi 3= Amategeko n'amabwiriza bigenga akazi bitanoze 4= Kutagira ingamba zihamye zo kurenganura uwahuye na ruswa ishingiye ku gitsina 5= Kutagira uburyo/politiki iha amahirwe angana abakozi bose 6= Indi(yivuge)	/___/ /__/ /__/
Q20. Ni izihe ngaruka ubona za ruswa ishingiye ku gitsina mu kazi mu Rwanda (vu-gamo eshatu z'ingenzi)? 1=Kuvutsa abakozi uburenganzira bwabo 2=Kubuza umukozi izamuka mu ntera 3=Kubuza umukozi amahirwe yo kwiteza imbere 4=Ubusumbane bushingiye ku gitsina 5=Gutakaza/kubura akazi 6=Kwimakaza umuco wo kudahana no gukomeza guhohotera abakozi 7=Gutesha isura nziza ikigo no kugabanuka k'umusaruro wacyo 8=Indi (yivuge)	/___/ /__/ /__/

B. IMYUMVIRE N'ICYO ABANTU BAZI KANDI BIBONEYE KURI RUSWA ISHINGIYE KU GITSINA MU KAZI

Q 21a. Ukeka ko ruswa ishingiye ku gitsina yaba iriho mu kigo cyanyu?	1=Yego 2=Oya 3= Ntashaka kugisubiza =→Q22a	/___/

Q21b. Niba ari Yego, yaba ari iy'ubuhe bwoko?		
1=Imvugo ireshya/iganisha ku mibonano mpuzabitsina hagati y'abakozi n'abayobozi 2= Gukoresha imvugo iganisha ku mibonano mpuzabitsina nk'uburyo bwo gutuma abayobozi cyangwa abakozi bandi bafasha umuntu guhabwa ibyo asanzwe agenewe nk'umukozi 3= Gukoresha imibonano mpuzabitsina nk'uburyo bwo kugera ku nyungu z'akazi (kuzamuka mu ntera, kujya m'ubutumwa b'akazi, guhabwa umushahara mwiza...) 4= Kubura umwanya/serivisi ku ab'igitsinagore bitewe no gukeka ko batakwemera gutanga cyangwa kwakira ruswa 5=Kubuzwa inyungu z'akazi n'umuyobozi kubera kutemera ibyifuzo bye biganisha kumibonano mpusabitsina 6= Ikindi (kivuge)		/__/

Q 21c. Niba ari Yego, ukeka ko iyo ruswa yaba iri ku ruhe rugero?	1= Nyinshi cyane 2= Nyinshi 3= Iringaniye 4= Nkeya 5= Ntabizi	/___/

Q21d. Niba ruswa ishingiye ku gitsina iriho mu kigo cyanyu, wabimenye ute?		
1= Nabibwiwe n'uwo dukorana 2= Amakuru yatanzwe n'ubuyobozi bw'ikigo 3=Binyuze mu kirego cyatanzwe mu buyobozi 4=Binyuze mu guhamagazwa na polisi 5=Njye ubwanjye byambayeho 6=Ubundi buryo (buvuge) 7= Ntashaka ku gisubiza		/__/

Q22a.	Waba wowe ubwawe warigeze uhura n'ikibazo cya ruswa ishingiye ku gitsina muri iyi myaka 3 ishi ze? 1=Yego 2=Oya =→Q23a	/___/
Q22b	Niba ari Yego, ni iy'ubuhe bwoko?	
	1= Gukoresha imibonano mpuzabitsina kugira ngo umuntu abone akazi 2= Gukoresha imibonano mpuzabitsina kugira ngo umuntu azamurwe mu ntera 3= Gukoresha imibonano mpuzabitsina kugira ngo umuntu azamurirwe umushahara cyangwa ahabwe izindi nyungu z'akazi 4= Kwima umuntu uyu n'uyu amahirwe runaka y'akazi kubera gukeka ko atatanga cyangwa ngo yemere ruswa ishingiye ku gitsina 5= Isuzuma ry'abakozi rishingiye ku marangamutima 6= Kureshya /gukoresha imvugo iganisha ku imibonano mpuzabitsina 7= Ubundi(buvuge)	/___/

Q22b	Niba ari Yego, ni iy'ubuhe bwoko?	
	1= Natanze amakuru muri polisi y'igihugu 2= Nabimenyesheje urwego rw'Umuvunyi 3= Natanze amakuru m'Ubushinjacyaha 4= Nabibwiye abayobozi b'ibanze 5= Nabigejeje k'ubuyobozi bw'ikigo 6= Nabimenyesheje Transparency Rwanda 7= Nibibwiye umwe mu bakozi bakuru dukorana 8 =Nabiganiriyeho n'abo dukorana 9= Ikindi(kivuge) 10=Ntacyo yakoze = Ntashaka kugisubiza	/___/
Q22d	Niba waratanze amakuru mu nzego zibishinzwe, hakozwe iki ?	
	1= Ntacyo 2= Uwo muntu wishoye muri ruswa yashyikirijwe inzego z'ubutabera 3=Ntabizi 4= Ikindi (kivuge) 5= Ntashaka kugisubiza	/___/
Q23a. Waba uzi umukozi mugenzi wawe waba yarahuye n'ikibazo cya ruswa ishingiye ku gitsina mu kazi ke muri iyi myaka 3 ishize? 1=Yego 2= Oya =→Q24a		/___/
Q23b. Niba ari yego, uwo muntu ninde? 1= Umukozi mugenzi wanjye 2= Ni umuntu washakaga serivisi mu kigo cyacu 3= Ni umuntu watangaga serivisi ku kigo cyacu 4= Undi(muvuge) 5= Ntashaka kugisubiza		/___/
Q23c. Uwo muntu ni uw'ikihe gitsina? 1= Gabo 2= Gore		/___/

Q24a.	Nk'umukozi, waba warigeze uvutswa uburenganzira bwawe kubera kutemera gushorwa muri ruswa ishingiye ku gitsina mu kazi muri iyi myaka 3 ishize? 1=Yego 2= Oya 3= Ntashaka kugisubiza Si = 2 ou 3 =→Q25	/___/
Q24b.	Niba ari Yego, byabaye kuruhe rugero?	
	1= Kenshi cyane 2= Kenshi 3= Rimwe na rimwe 4= Gake cyane	/___/
Q24c. Niba ari Yego, ni izihe ngaruka byakugizeho?		
	1= Kuvutswa amahirwe yo kugera ku nyungu zitandukanye z'akazi 2= Kutazamuka mu ntera 3= Kudahabwa uburyo bwo kwiteza imbere nk'umukozi 4= Ubusumbane bushingiye ku gitsina mu kazi 5= Gutakaza akazi 6= Kwimakaza umuco wo kudahana no gukomeza ihohotera 7= Igananuka ry'umusaruro w'ikigo 8=Indi (yivuge) 9= Ntashaka kugisubiza	

Q25. Ku bwawe, ubona ari ibihe byiciro by'abakozi byaba bihura by'umwihariko n'ikibazo cya ruswa ishingiye ku gitsina mu kazi mu Rwanda?	
1= Abagabo bari mu nzego z'ubuyobozi bw'ibigo 2=Abagore bari mu nzego z'ubuyobozi bw'ibigo 3=Abagabo bashinzwe abakozi mu bigo 4=Abagore bashinzwe abakozi mu bigo 5=Abagabo bashinzwe imari 6=Abagore bashinzwe imari 7=Abagabo bashinzwe amasoko 8=Abagore bashinzwe amasoko 9=Abagabo b'abanyamabanga 10=Abagore b'abanyamabanga = Abagabo bashaka akazi cyangwa serivisi mu bigo 12= Abagore bashaka akazi cyangwa serivisi mu bigo 13= Abandi (bavuge)	/___/
Q24c. Niba ari Yego, ni izihe ngaruka byakugizeho?	
	1= Kuvutswa amahirwe yo kugera ku nyungu zitandukanye z'akazi 2= Kutazamuka mu ntera 3= Kudahabwa uburyo bwo kwiteza imbere nk'umukozi 4= Ubusumbane bushingiye ku gitsina mu kazi 5= Gutakaza akazi 6= Kwimakaza umuco wo kudahana no gukomeza ihohotera 7= Igananuka ry'umusaruro w'ikigo 8=Indi (yivuge) 9= Ntashaka kugisubiza	

C. RUSWA ISHINGIYE KU GITSINA MU BIJYANYE N'IMICUNGIRE Y'ABAKOZI

1. Itangwa ry'akazi

Q26. Utekereza ko ibi bikurikira bibaho mu kigo cyanyu igihe cy'itangwa ry'akazi (vugamo bitatu by'ingenzi)?	
1= Ikimenyane 2= Ivangura rishingiye ku turere abantu bakomokamo 3= Ivangura rishingiye ku cyenewabo/ubwoko 4= Ivangura rishingiye ku gitsina 5= Ivangura rishingiye ku ndimi 6= Gusaba imibonano mpuzabitsina 7=Ikindi (kivuge) 8= Ntabizi 9=Ntashaka kugisubiza	/___/ /___/ /___/
2. Kuzamuka mu ntera	
Q27. Kuzamuka mu ntera mu kazi mu kigo cyanyu bishingira kuki?	
	1= Ikimenyane 2= Ivangura rishingiye ku turere abantu bakomokamo 3= Ivangura rishingiye ku cyenewabo/ubwoko 4= Ivangura rishingiye ku gitsina 5= Ivangura rishingiye ku ndimi 6= Ubusabane bushingiye ku mibonano mpuzabitsina 7=Ikindi (kivuge) 8=Ntabizi 9=Ntashaka kugisubiza	

Q28. Ukeka ko abagabo n'abagore bafite amahirwe angana yo kuzamuka mu ntera mu kigo cyanyu?	
1=Yego, bafite amahirwe angana 2=Oya, abagabo bahabwa amahirwe aruta ay'abagore 3=Oya, abagore bahabwa amahirwe aruta ay'abagabo	/___/
3. Amahugurwa no koherezwa m'ubutumwa bw'akazi	
Q29. Utekereza ko abagabo n'abagore bafite amahirwe angana yo koherezwa mu mahugurwa cyangwa m'ubutumwa bw'akazi mu kigo ukoramo? 1=Yego, bafite amahirwe angana 2=Oya, abagabo bahabwa amahirwe aruta ay'abagore 3=Oya, abagore bahabwa amahirwe aruta ay'abagabo	/___/
4. Isuzumamikorere ry'abakozi	
Q30a. Utekereza ko isuzumamikorere ry'abakozi mu kigo cyanyu: Ibirango: 1= Yego 2=Oya 99=Ntabizi 1=Ryubahiriza amategeko 2=Rishingiye ku marangamutima 3=Ribera abagabo ugereranyije n'abagore 4=Ribera abagore ugereranyije n'abagabo 30b. Niba isuzumamikorere ritubahiriza amategeko, ukeka ko byaba biterwa n'iki? 1= Umwanya umukozi arimo 2= Ikimenyane 3= Inyungu zishingiye ku gitsina 4= Isano ryo mu muryango 5= Ububasha bw'umuyobozi 6= Kutagira ingamba zisobanutse zigenga isuzumamikorere 6= Ikindi (kivuge) 7= Ntashaka kugisubiza	/___/ /___/ /___/ /___/ /___/
Q31b. Niba ari Oya, ubusumbane bwaba bushingiye kuki?	
1= Umwanya umukozi arimo 2= Ikimenyane 3= Inyungu zishingiye ku gitsina 4= Isano ryo mu muryango 5= Ububasha bw'umuyobozi 6= Kutagira ingamba zisobanutse zigena umushahara n'izindi nyungu 6= Ikindi (kivuge) 7= Ntashaka kugisubiza	/___/
Q31c. Niba ubusumbane buhari, ukeka ko ari bande barengana kurusha abandi?	
1= Agagabo 2= Abagore 3= Abagabo n'abagore 4= Ntashaka kugisubiza	/___/

D. INGAMBA ZO GUTANGA AMAKURU NO KWAMAGANA RUSWA ISHINGIYE KU GITSINA MU KAZI MU RWANDA

Q32a. Utekereza ko amakuru yerekeye ruswa ishingiye ku gitsina mu kazi atangwa cyangwa ko iyi ruswa yamaganwa uko bikwiriye ?	
1=Yego 2=Oya 3=Ntabizi	/___/
Q32b. Niba ari Yego, ubona aya makuru yaba atangwa kuruhe rugero?	
1=Rushimishije cyane 2=Rushimishije 3=Rudashimishije 4=Ntabizi	/___/

Q32c. Niba iyi ruswa itamaganwa cyangwa ngo amakuru kuri yo atangwe uko bikwiriye, ukeka ko byaba biterwa n'iki ?	
1=Gutinya kwikururira ibibazo 2=Kutagira gihamya kuburyo utanga amakuru yabihagararaho 3=Kutizera ko gutanga amakuru cyangwa kwamagana ruswa hari icyo bizahindura 4= Kumva ko ruswa ishingiye ku gitsina mu kazi atari ikibazo 5=Kutamenya neza inzego aya makuru yatangwamo 6= Kutagira uburyo busobanutse amakuru yatangwamo 7= Kutamenya neza icyo iyo ruswa iricyo 7=Ikindi(kivuge) 8=Ntabizi	/___/

E. INGAMBA ZO GUKUMIRA RUSWA ISHINGIYE KU GITSINA MU KAZI

Q33a	Ni izihe muri izi politiki/cyangwa imirongo ngenderwaho igamije guha abakozi amahirwe angana zaba ziriho mu kigo cyanyu Ibirango: 1= Iriho 2=Ntiriho 99=Ntabizi 1. Amabwiriza asobanutse agenga imicungire y'abakozi 2. Amabwiriza agena umushahara n'izindi nyungu ku buryo bunoze 3. Politiki/ingamba zica ubusumbane bushingiye ku gitsina 4. Amabwiriza ngengamyitwarire arwanya ihohotera rishingiye ku gitsina mu kazi	/___/ /___/ /___/ /___/
Q33b.	Niba izo politiki cyangwa ingamba zihari, ubona ute ishyirwa mu bikorwa ryazo? Ibirango: 1. Rirashimishije cyane 2. Rirashimishije 3. Ntirishimishije 1. Amabwiriza asobanutse agenga imicungire y'abakozi 2. Amabwiriza agena umushahara n'izindi nyungu ku buryo bunoze 3. Politiki/ingamba zica ubusumbane bushingiye ku gitsina mu kazi 4. Amabwiriza ngengamyitwarire arwanya ihohotera rishingiye ku gitsina mu kazi	/___/ /___/ /___/ /___/

Q.34. Ku bwawe, ni izihe ngamba zihamye zafatwa zo gukumira ruswa ishingiye ku gitsina mu kazi mu Rwanda (vugamo eshatu z'ingenzi)?
1…………………………………………………………
2…………………………………………………………
3…………………………………………………………